

ot So
ecret
rvice
Michael
mpson-No
I READ
that the
security
success
RGS, had
Sobchak, the
are now a
Peter Hain,
general to the
city out her
city chief, cl
governance
on the way
building in cl
uncovered. And
ministry's house
a present
the British
ure areas in
using various
devices. The
development
to have a
new quarter
lational bus
and told him
of Mr Hain, I
while by relat
a word of en
condition to
may clear the
perhaps while
into the comm
building.
always be that
I told John
and may go on
the flow of
your current
need out a no
turbulent and
difficulties a
major machine

AWKS
&
JDSAWS

THE CHART
SHOWS THE
MEMBER CURRENCIES
OF THE EMS
MEASURED AGAINST
THE WEAKEST CURRENCY
IN THE EMS'S NARROW
2.25 PER CENT
FLUCTUATION BAND.
IN PRACTICE, CURRENCIES
IN THE NARROW BAND
CANNOT RISE MORE THAN
2.25 PER CENT FROM THE
WEAKEST CURRENCY IN
THAT PART OF THE
SYSTEM. THE SPANISH
PESETA AND PORTUGUESE
ESCUDO OPERATE WITH
6 PER CENT FLUCTUATION
BANDS.

RIOTS IN MAURITANIA
Riots broke out in
Nouakchott, capital of
Mauritania, in protest
against sharp price rises
and a sudden fall in the
value of the ouguiya, the
Mauritanian currency.

CHEAPER ABROAD
A Nissan car made in
Britain and shipped 10,600
miles to Japan costs £2,840
(\$5,058) less in Tokyo than
a similar model for sale in
the UK. Page 16

Spanish economy

Looking over the precipice

Page 14

Samuel Brittan

Touch and go on sterling

Page 14

Transport safety

The price of life

Page 15

Survey

Office technology

Separate section

Ian Davidson

Moment of truth for Maastricht

Page 32



FINANCIAL TIMES

Europe's Business Newspaper

MONDAY OCTOBER 5 1992

D8523A

More than 100 feared dead after El Al jet hits flats

Twelve bodies were recovered and more than 100 people were feared dead after an Israeli El Al jumbo cargo jet crashed into two high-rise blocks of flats on the outskirts of Amsterdam. The aircraft reported two of its four engines on fire 10 minutes after taking off from Schiphol airport for Tel Aviv. It crashed four minutes later, six miles from the city centre. Page 2

Ceasefire agreed: Mozambique president Joaquim Chissano and Alfonso Dhlakama, leader of the Mozambique National Resistance movement, signed a treaty to end the country's 16-year civil war, which has left over 1m people dead. Page 15

Spain's prime minister calls for EC unity

Spanish prime minister Felipe Gonzalez (left) called on European Community leaders meeting at next week's Birmingham summit to focus on restoring EC political unity rather than becoming bogged down in debate over the Exchange Rate Mechanism. Page 18; Madrid considers interest rate rise, Page 2; Felipe Gonzalez interview, Page 14; Bonds, Page 29

Transferor places charges: Property, construction and engineering group Transferor Bridge, under siege from Hong Kong Land, is expected to change its accounting policies. The move follows an investigation by the Financial Reporting Review Panel concerning the reclassification of £102.7m (\$182.5m) worth of development properties as fixed assets. Page 17

Prison riot leaves 111 dead: At least 111 inmates died in São Paulo in the worst prison violence in Brazilian history. Page 2

Angolan president's victory: The US and other western observers to Angola's peace process tried to defuse tension in the rebel Unita movement as it became clear that President Jose Eduardo dos Santos and the ruling MPLA party had won the two-state country's first democratic elections. Page 5

Honour for Sony chief: Britain is to bestow an honorary knighthood on Sony Corp chairman Akio Morita, champion of deeper Anglo-Japanese ties. Page 4

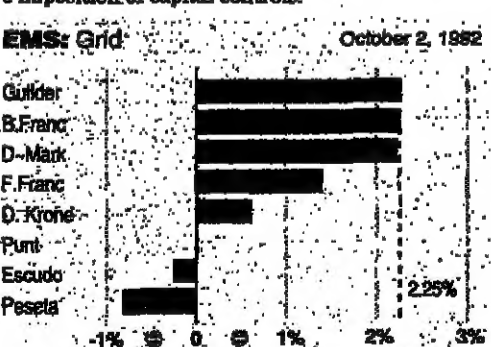
Bankers examine Italian debt plan: Bankers have reacted with cautious interest to an Italian government plan to set up a fund to use the proceeds from privatisation to buy back state debt. Page 17

UK companies tell most British companies disenchanted with financial innovation and data on social issues than their overseas competitors, according to a survey of the annual reports of leading quoted companies from nine countries. Swedish companies provide most detail in their operational reviews and Italian ones least. Page 17

Bid for French print plants: Quebecor of Canada, North America's second biggest commercial printer, is negotiating to buy three printing plants in France, including one formerly owned by Maxwell Communication Corporation. Page 18

Looking to China: Sun Hung Kai Properties, Hong Kong property developer, posted a 40 per cent increase in profits to HK\$4.88bn (\$585.31m) in the year to June. The company said it intended that 10 per cent of its business should be generated from works in China. Page 18

European monetary system: The resilient French franc keeps company with the strongest currencies in the European Exchange Rate Mechanism grid. The Bundesbank's decision not to cut its short term rates keeps the bottom four under threat of devaluation. The Spanish peseta ended the week close to its ERM floor against the D-Mark, while the Irish punt touched its floor twice. These currencies, and the Portuguese escudo, have been saved from devaluation only by the re-imposition of capital controls.



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. The Spanish peseta and Portuguese escudo operate with 6 per cent fluctuation bands.

Riots in Mauritania: Riots broke out in Nouakchott, capital of Mauritania, in protest against sharp price rises and a sudden fall in the value of the ouguiya, the Mauritanian currency.

Cheaper abroad: A Nissan car made in Britain and shipped 10,600 miles to Japan costs £2,840 (\$5,058) less in Tokyo than a similar model for sale in the UK. Page 16



United against racism: About 10,000 demonstrators in Berlin protested against race discrimination at the weekend on the second anniversary of German reunification. Marchers carried placards urging, 'Hands off the right of asylum'. German president appeals for solidarity. Page 2

Sterling's fate to dominate market

By Terry Byland in London

THE FORTUNES of sterling will this week dominate UK financial markets where confidence that UK base rates can be reduced to 8 per cent by the year-end has been badly shaken by the renewed weakness of the pound.

Predictions from many analysts in London that base rates might be cut by a further point from their present 9 per cent level to coincide with this week's Conservative party conference were effectively withdrawn on Friday afternoon when the pound appeared close to free fall.

The Bundesbank's decision that day to leave German rates unchanged is likely to keep sterling under pressure.

The political tensions awaiting Mr John Major, the UK prime minister, and Mr Norman Lamont, his chancellor, at the conference will also increase uncertainty in a stock market still seeking clarification of the government's economic strategy after sterling's departure from the exchange rate mechanism.

The retail price index for August, due on Friday, is expected to show a continued moderation in inflationary pressures, says Mr Brian Hilliard at stockbroker Strauss Turnbull. Under more settled conditions, this might have renewed hopes of a base-rate cut.

The stock market will also watch for recovery in the US currency which would aid UK dollar-earning export stocks.

By Philip Stephens and Alison Smith

MR John Major has signalled he is ready to shelve debate on Britain's demand for reform of the European exchange rate mechanism until after this month's emergency summit in Birmingham.

The UK prime minister's stance, set out in a confidential letter sent to fellow EC leaders, reflects his acceptance of other governments' fears that public discussion of changes might add to the present strains in the mechanism.

The emergence of Mr Major's letter coincided yesterday with a determined campaign by his ministers to prevent this week's UK Conservative conference from degenerating into a civil war over the Maastricht treaty.

In an interview with the FT Mr Norman Fowler, the party chairman, warned opponents of Maastricht in the Tory party that Mr Major and his entire cabinet had decided to "come out fighting" to ensure that it got through the House of Commons. That message will be repeated throughout the week by a succession of cabinet ministers.

But a warning by Mr Kenneth Clarke, the home secretary, that sterling's recent slide could not be allowed to continue indefinitely reinforced fears among nervous Tory MPs that Mr Norman Lamont could be forced to raise interest rates.

Mr Lamont, who is preparing for a crucial speech to the party

Page 2

- EC ministers in push to bolster trust
- Madrid considers increase in interest rates
- Ministers back PM ...Page 6
- Regional aid ...Page 7
- Birmingham summit ...Page 9
- Spain's unity plea ...Page 16

conference on Thursday, has said he would reverse if necessary the 1 percentage point reduction in borrowing costs which followed sterling's departure from the ERM. But an increase now could undermine fatally his position in the cabinet.

Mr Clarke's views were echoed by Mr Michael Heseltine, the president of the Board of Trade, in a reminder to party activists who gather in Brighton tomorrow that the pound's devaluation will mean tougher controls on public spending.

Mr Heseltine, however, sought to dispel suggestions that the government is already considering raising income tax to reduce a public sector deficit forecast at more than £40bn (\$71.2bn) next year. In private, ministers will not rule out an extension of value added tax to areas such as domestic fuel and newspapers, but Mr Heseltine described the option of higher taxes as "the least attractive to a Conservative government".

much greater impetus behind his demand for repair of the "fault-lines" in the ERM than is publicly acknowledged by many governments.

But the prime minister acknowledges that those governments whose currencies have been under speculative attack, including France, cannot afford to admit publicly that the mechanism is fundamentally flawed.

The Birmingham summit is therefore expected to give the go-ahead for a series of low-key technical discussions.

Meanwhile domestic political pressures on Mr Major were highlighted yesterday by two opinion polls on his performance.

The 33 per cent satisfaction rating found by Mori, the polling organisation, for The Sunday Times, and the 34-point satisfaction rating according to Gallup in the Sunday Telegraph are sharply down on Mr Major's previous scores.

Mr Major believes that there is

Japanese recovery plan 'not enough on its own'

By Charles Leadbeater in Tokyo

THE emergency public spending package announced by the Japanese government in August will not be enough to stimulate a recovery in Japan's ailing economy, the senior policymaker in the ruling Liberal Democratic Party warned at the weekend.

Mr Yoshiro Mori said the ¥10,700bn package would have to be accompanied by other measures to stimulate the economy, which he said was in such a depressed state that the government would have to use public spending as a stimulus for several years.

Mr Mori's comments are the closest LDP leaders have come to admitting that the package was insufficient to generate a recovery. His assessment contradicts a consensus among officials and many Japanese economists that the emergency spending will create a recovery by the middle of next year.

Mr Mori told a weekend seminar of LDP politicians that the government should expand borrowing to finance higher spending as the downturn in the economy will reduce tax revenues.

Debate about Japan's fiscal policy is increasingly likely to extend beyond details of how to finance the emergency package and is set to encompass how higher spending should be paid for.

The Finance Ministry is against borrowing in order to finance a supplementary budget although it is prepared for a limited increase in borrowing through so-called construction bonds which are linked to public investment. However, it is firmly opposed to special deficit financing bonds as it fears this could open the way for politicians to continue to press for higher borrowing even when the economy has recovered.

Higher borrowing during the recession of the mid-1970s led to a marked deterioration in Japan's public finances. Increased bor-

Continued on Page 16

Pressure on LDP over Kanemaru fines, Page 4
Dozens hurt in Osaka slum clashes, Page 4

TAKE THE

MONEY

AND RUN IT.

We arrange management buy outs and buy ins of a strong proposal, we have the resources to back it. companies valued at £10 million plus. If you have It's your chance to run your own company. Take it.

PHILDREW VENTURES

Creative Capital for Management Buy-Outs

Triton Court, 14 Finsbury Square, London EC2A 1PD. Telephone 071 628 6366.

PHILDREW VENTURES IS A MEMBER OF BMO AND AN ASSOCIATE OF UBS ASSET MANAGEMENT (UK) LTD.

Austria	Sch30	Greece	Dr250	Lux	Lfr60	Oster	OR1200
Bahrain	Dh1250	Hungary	Ft162	Malta	Lm80	S.Ambia	Sm11
Belgium	Bfr40	India	Rs100	Mexico	MP10	Singapore	S\$4.10
Denmark	Dkr14	Italy	Lira200	Norway	Nkr150	Spain	Pes200
France	Ffr40	Japan	Yen100	Sweden	Skr14	Switzerland	Sfr7.00
Germany	Dm30	Lebanon	US\$125	Portugal	Esc200	Turkey	Lira200
Greece	Dr250	Poland	Zloty20	UAE	Dirham2		

CONTENTS	
International News	2-5
UK News	6-9
Lex	10
People	12
Building contracts	12
Weather	18
Pastorals	18
Leader Page	14
Letters	15
Management	10
Observer	15
Anthony Harris	21
Monday Interview	32
Arts	13
TV and Radio	13
Crossword	30
Companies	16
UK	16
Int. Cap Mkts	20.21
Int. Companies	18
Markets	27
FT World Actuaries	27
Foreign Exchanges	27
Managed Funds	23-27
Money Markets	27
Recent Issues	27
Share Information	27-29
Week Ahead	11
World Stocks	22
Survey	Office Technology

NEWS: INTERNATIONAL

Talks to lay groundwork for emergency summit

EC ministers in push to restore trust

By Lionel Barber in Brussels

EUROPEAN foreign ministers will today seek to restore a climate of trust among member states shaken by the Anglo-German rift and turmoil in the money markets.

During two days of talks in Luxembourg, the Twelve will lay the groundwork for the emergency EC summit in Birmingham on October 12. The goal is to reinforce an emerging consensus on early ratification of the Maastricht treaty, to dispel uncertainty about the community's future.

A prime topic on the agenda will be subsidiarity - the code-word for devolving decision-making to member states at national and regional level. Larger states, led by Britain, France and Germany, are at loggerheads with the smaller nations who want to prevent attacks on the powers of the European Commission, their traditional protector.

The Council of Ministers will also deal with pressing trade issues, including prospects for progress on the Gatt multilateral trade talks ahead of meetings with US negotiators scheduled for next weekend.

EC ministers hope to show the rest of the world that the Community has not been paralysed by the political and economic divisions which have surfaced in the wake of last month's lukewarm endorsement of the Maastricht treaty in a French referendum.

The British government, too, is under pressure to deliver results as chairman of the rotating EC presidency. Some member states have been dismayed by divisions on Europe within the ruling Conservative party, while others have expressed private frustration with the high-handedness of

THE DANISH prime minister and a prominent opposition leader have sharply criticised Mr Martin Bangemann, German member of the European Commission, for suggesting at the weekend that the European Community needs a mechanism for expelling member states which do not want to pursue further European integration, writes Hilary Barnes in Copenhagen.

Prime Minister Poul Schlüter said: "I would advise Mr Bangemann to look after his own job and leave the decisions to the 12 member governments." Social Democratic party foreign affairs spokesman Bjørn Westh labelled Mr Bangemann's remarks as "stupid arrogance".

Some British ministers, notably Mr Norman Lamont, chancellor of the exchequer, have also criticised Mr Bangemann's remarks.

Prime Minister John Major's pledge to seek early ratification of the Maastricht treaty in parliament has reassured Brussels, but questions remain about the UK's policy on Europe following its decision to withdraw from the Exchange Rate Mechanism for an indefinite period.

Mr Douglas Hurd, foreign secretary who will chair today's talks, will lead discussions on the Delors II proposals for the 1993-97 EC budget, including "cohesion" funds for poorer EC member states. An agreement on this funding is required before formal talks on enlargement can begin with Austria, Finland and Sweden.

A lunch with the foreign ministers of Poland, the Czech Republic, Slovakia and Hungary should produce a declaration on closer ties. But it will fall short of offering the timetable for EC accession which the countries would like.

President calls for German solidarity

By Quentin Peel in Bonn

PRESIDENT Richard von Weizsäcker of Germany warned this weekend that the country's democratic structure would be threatened by a failure to revive the east German economy and to cope peacefully with an influx of foreigners.

In a sweeping appeal for national solidarity and understanding, delivered on the second anniversary of German unification, he called on west Germans to forego any real increase in their incomes for the next five years to finance the necessary transfers in spending to the east.

He spoke in Schwerin, capital of the eastern state of Mecklenburg-Vorpommern, at a unification celebration marked by a rash of demonstrations by both left-wing and right-wing extremists. This coincided with scenes broadcast on television of Chancellor Helmut Kohl being jostled by hostile crowds at the same event.

The president's speech amounted to both the most devastating and possibly the most inspiring assessment of the challenges facing the united Germany to be delivered since unification.

He said the level of unemployment in the east could not be allowed to drag on for five years or more. At the same time west Germans could not expect any real increase in their incomes, above the rate of inflation, for at least five years; nor was there any realistic prospect of living standards equalising in that time.

As for the rash of violence against foreigners, he said: "The touchstone of our democratic order is our behaviour towards the influx from abroad. We cannot hope to dry up that flow. We can only attempt to channel it, and step by step, to reduce it."

Yesterday Mr Rudolf Seiters, the interior minister, promised new measures against right-wing extremists, including preventive detention and wider powers of police arrest.

The extremists also prompted Mr Kohl to use his strongest words to date on the issue. At a rally at Sachsenhausen, the former Nazi concentration camp where a Jewish museum was destroyed in an arson attack last week, he said: "There must be no tolerance of intolerance. The law-based state must not be prevented by some ill-understood idea of liberalism, from showing its teeth to terrorists, whichever side they are on."

THE EUROPEAN MARKET

ECuSm (€3.9m) in value for the massive SFR14.9bn (€6.7bn) Swiss alpine tunnel project should be open to international tenders.

Since Swiss voters approved the project in a referendum last week, one might expect the big European construction companies to be lining up for applications.

Not so, according to Swiss analysts. The release of tenders is still a long way off, and foreign companies are likely to have difficulty beating the leading Swiss contractors any

Madrid considers interest rate rise

By Peter Bruce and Andrew Gowers in Madrid

SPAIN may be forced to raise its official interest rate from 13 per cent this week to match demand for higher yields on the public debt it needs to issue to raise by the end of the year about \$17bn (€9.5bn) in new deficit financing.

The Treasury failed to attract buyers at its auction of debt last week, and both the government and the Bank of Spain appear disposed to use an interest rate increase - possibly today - to offset a relaxation of a series of unpopular capital controls it imposed nearly two weeks ago to stabilise the peseta.

It is still possible that Madrid will wait to see whether the bond markets continue to insist on higher yields, but Mr Carlos Solchaga, finance minister, conceded in an interview on Friday that the need to finance Spain's deficits could drive up official interest rates. "We are prepared to accept [an increase] if that is what the market dictates," he said.

Foreign investors reacted to the imposition of exchange controls by staging a massive exodus from the Spanish debt and equity markets. The general index at the Madrid stock market ended last week at its lowest level in six years.

Both Mr Solchaga and Prime Minister Felipe González insisted in interviews last week that the controls were temporary. Other senior officials were suggesting on Friday that they would be relaxed "in a matter of days".

Madrid, though, will not lift the controls completely. It would want any rate rise to be seen as a response to bond market pressure and not an attempt to defend the peseta. If the latter were the case, the Spanish authorities fear being drawn into a speculative spiral similar to the one which forced starting out of the Exchange Rate Mechanism.

Nevertheless, it might use a "technical" interest rate rise to test market reaction, while holding a minimum of capital controls in reserve in case downward pressure on the peseta continues. See International Capital Markets

Craxi's son bows out of politics

By Hail Simonian in Milan

MR Vittorio "Bobo" Craxi, son of Italy's Socialist party leader, Mr Bettino Craxi, is withdrawing from politics after allegations and setbacks in the wake of the Milan political corruption scandal.

The younger Mr Craxi, a leading member of the Socialist party organisation in Italy's second city, seemed set until recently to follow in his father's footsteps, possibly to the top of the party developed by his father into a linchpin of recent coalition governments.

The Socialists, and the Craxis in particular, have been tainted by the growing revelations of political corruption in big Italian cities.

Though no charges have been brought against Mr "Bobo" Craxi, he has complained of being regularly insulted by strangers and of being taken for gully when actually innocent.

Meanwhile, the Christian Democrats, Italy's biggest political party, named Mr Milino Martignetti as their next leader to replace Mr Arnaldo Forlani.

El Al aircraft crashes in Amsterdam

By Ronald van de Krol in Amsterdam and Hugh Cagney in Jerusalem

AT LEAST 12 people died last night after an El Al cargo aircraft crashed into two nine-storey blocks of flats on the outskirts of Amsterdam.

The crash started fires which were still blazing two and a half hours after the crash and in which dozens more were feared dead. All four aboard the aircraft - three crew and one passenger - were believed killed.

Although airline officials

were careful not to commit themselves, early indications suggested mechanical failure led to the accident.

A spokesman for the Dutch civil aviation authority said the Israeli airline's Boeing 747 appeared to have exploded on impact with the building and there was no evidence so far that the aircraft had blown up in the air.

However, some eyewitnesses quoted by Dutch television reported seeing an explosion before the crash.

The aircraft, which was en route from New York to Tel

Aviv, had just completed a stopover at Amsterdam's Schiphol airport. The crew had reported flames shooting out from two of its motors about 10 minutes after take-off and the aircraft was attempting to return to the airport when it went down, hitting the two adjoining blocks, containing 430 flats.

The flats, located in the outlying Amsterdam neighbourhood of Bijlmermeer, were constructed in the 1960s. Firemen were struggling to contain the fire so that a search of the 50 gutted apartments could begin.

Eyewitnesses said the air-

craft appeared to have dumped fuel just before it went down on its way back to Schiphol. The civil aviation authority said it received a May Day signal just before the crash.

An investigation into the incident, believed to be the worst civil aviation disaster in the Netherlands, was immediately launched. In Israel, Mr Rafi Har Lev, chief executive of El Al, said a team of Israeli investigators would leave immediately for Amsterdam to take part in the inquiry.

Since the surge of hijackings by Arab and other interna-

tional terrorist groups in the 1970s, El Al has imposed probably the toughest security measures of any airline in the world. It has suffered two mid-air hijackings and several attacks on its aircraft and passengers on the ground in Israel and elsewhere. But the airline has never lost an aircraft, cargo or passenger to sabotage in mid-air.

On cargo flights, which carry many of Israel's top exports, freight is subject to strict controls which can result in slower turnaround times than on rival airlines.



Across the divide: Mrs Barbara Bush, wife of US President George Bush, greets Governor Bill Clinton, the Democratic party's presidential candidate, at a dinner hosted by the National Italian-American Foundation in Washington

Regulation turned into a populist cause

Bill on cable television to test Bush's veto powers

By George Graham in Washington

PRESIDENT George Bush's veto power will today face its toughest test when the Senate votes on a motion to override his refusal to sign legislation regulating the cable television industry.

On all 35 previous Bush vetoes, including votes last week on trade with China and abortion counselling, Congress has failed to muster the two-thirds majority needed to override them.

The cable bill, however, won majorities well above the two-thirds mark on its first passage in both the Senate and the House of Representatives. Mr Bush needs to persuade at least nine Republican senators to reverse their earlier votes if he is to prevail.

Cable regulation has turned

into a populist cause. Television broadcasters and consumer interest groups have lobbied massively to fan the flames of public hostility to the cable companies, which in many cities have used their monopoly positions to raise fees by three times the rate of inflation.

The cable bill would empower the Federal Communications Commission to set "reasonable" rates for basic cable services, although the few cable operators who face competition in their districts would be exempt.

Mr Bush said in his veto message that it would result in higher, not lower cable costs.

Differences of opinion on the bill do not always run along party lines, although most supporters of the regulation effort are Democrats, and

most opponents Republicans.

Mr Bush yesterday called key Republican senators who voted in favour of the bill a fortnight ago to breakfast at the White House, in the hope of persuading them to switch their votes in the interests of party loyalty.

Perhaps assisting him in this effort is the active role of Senator Al Gore, the Democrats' vice-presidential candidate, in pushing for the cable bill. Mr Gore's vote for the bill on September 22 was only the third he has cast in the Senate since Governor Bill Clinton picked him to be his running mate in July.

Mr Gore's use of the cable issue on the presidential campaign trail could help win over Republican waverers like Senator Orrin Hatch of Utah and Senator Thad Cochran of Mississippi.

Free trade treaty wins Clinton's guarded support

By Nancy Dunne in Washington

GOVERNOR Bill Clinton, the Democratic presidential candidate, yesterday endorsed the North American Free Trade Agreement (Nafta) but said it must be toughened up in US legislation, which is needed to implement the pact.

After several days of debate within his campaign, the governor took a middle course. Instead of urging renegotiation over workers' rights and environmental provisions, as his labour allies have urged, Mr Clinton said he believed the pact could be strengthened unilaterally.

He said the treaty should not be seen as a solution to America's economic problems or a threat to its future. It could mean more jobs for American workers and better environmental protection.

"I am convinced I can do it right," he said. "I am deeply convinced that [President George] Bush won't."

His decision not to seek renegotiation will limit the scope of changes to provisions like job retraining. Mr Bush has offered a \$2bn-a-year (\$1.1bn) retraining scheme but has not identified the means to fund it. However, the president made a point of accusing his opponent of "waffling" even before the agreement's text was publicly available.

Clinton advisers are understood to have felt it was important to get the Nafta issue out of the way before Wednesday, when Mr Bush is due to sign the pact in San Antonio, Texas. Above all, Mr Clinton's position had to be clear before the three 90-minute debates he is to hold with Mr Bush and Mr Ross Perot on October 11, 15 and 19.

Brazil prison riot leaves 111 dead

By Christine Lamb in Rio de Janeiro

IN the worst prison violence in Brazilian history at least 111 inmates were killed and 35 injured as police quelled an uprising inside the country's largest prison.

The rebellion at the overcrowded Casa de Detenção in São Paulo was apparently provoked by a clash between rival gangs. Tunnels of Revlon 9, which houses the most dangerous criminals, began attacking each other on Friday evening with clubs, knives and guns.

They later barricaded themselves in with furniture and set fire to the block.

As fighting spread prison officers called in the military police. After negotiations failed 300 soldiers stormed the jail and finally retook it after four hours of fighting. Most of the deaths resulted from gunshot wounds, according to officials who released the death toll on Saturday evening. No police officer was killed.

Mr Luis Antonio Fleury, governor of São Paulo, ordered an inquiry into the police action. Mr Mauricio Correa, the new

justice minister, said the jail system was in a state of collapse - "yet another victim of lack of resources".

The political parties which led the successful campaign to impeach ex-President Fernando Collor appear headed for victory in Brazil's municipal elections. Preliminary results for Saturday's first-round elections in more than 5,000 municipalities showed a significant shift to the left and a clear rejection of pro-Collor candidates of the Liberal Front (PFL) and National Reconstruction (PRN) parties.

Bank of England is 'not telling full BCCI story'

US SENATOR John Kerry, who is investigating the failed Bank of Credit and Commerce International, stepped up his attacks on the Bank of England yesterday with the claim that it "is not telling the full story" about the bank's collapse, writes David Lascelles.

Last week the Bank denied a charge in Mr Kerry's report that it had colluded in a cover-up of BCCI's fraud with the claim that he had not taken evidence directly from

the Bank or its officials. Mr Kerry said on the BBC yesterday he had approached the Federal Reserve Board for documents which it had from the Bank of England. "The Federal Reserve informed us that under no conditions did the Bank of England want us or anyone else to have access to those documents."

Mr Kerry stood by his assertion that the Bank knew of BCCI's frauds in April 1990, more than a year before it was shut down.

International groups wary of Swiss tunnel project

Domestic companies' apparent advantages are deterring foreign tenders, writes Ian Rodger



THERE is a tantalising clause in the Alpine transit treaty between Switzerland and the European Community specifying that contracts exceeding

ECuSm (€3.9m) in value for the massive SFR14.9bn (€6.7bn) Swiss alpine tunnel project should be open to international tenders.

Since Swiss voters approved the project in a referendum last week, one might expect the big European construction companies to be lining up for applications.

Not so, according to Swiss analysts. The release of tenders is still a long way off, and foreign companies are likely to have difficulty beating the leading Swiss contractors any

way, as the Swiss have long experience of tunnelling and much specialised equipment and personnel in place.

Also, as Crédit Suisse hinted in a recent study, governments can usually find ways to make sure domestic companies do well on big public projects, even when international tenders are used. "The application of Swiss laws on wages, welfare payments and health and safety at work should prevent a major share of the pie from disappearing down the throats of foreign companies," the study says.

According to the government's schedule, boring of the first 50km tunnel through the Gotthard should get under way

at the beginning of 1996. In the meantime there are some large planning and design contracts to be let within the next few months by the Swiss Federal Railways, the Gotthard project manager.

Swiss analysts assume a consortium led by Elektrowatt, the Swiss energy and engineering company, will win most of this work: the group designed the Gotthard road tunnel built in the late 1970s. But Elektrowatt itself, even though it has already participated in pre-design work, is less confident.

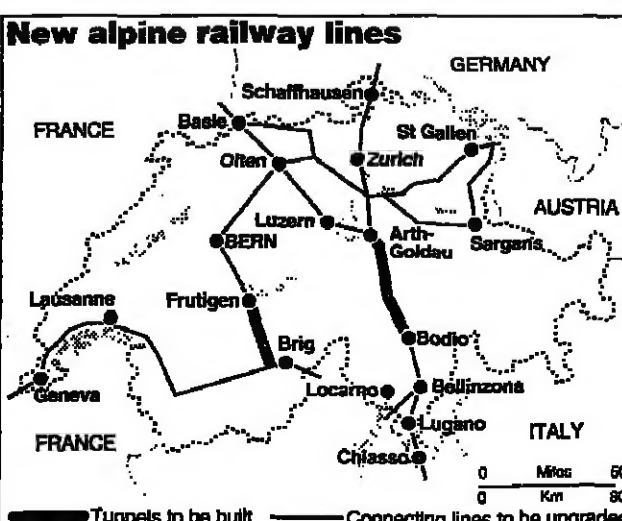
"It is completely open. We will compete hard, but there will be surprises," predicts Mr Max Bruggmann, director of Elektrowatt Engineering.

Similarly, for the 30km tunnel through the Lötschberg, the Swiss engineering group Emch & Berger seems well placed, having already done pre-design work for Bern-Lötschberg-Simplon Bahn, the manager of that line.

When it comes to building tunnels, the leading Swiss construction groups, Losinger, Stügg, Zschokke and Züblin, certainly have the experience.

The Swiss expect that some big European groups, such as Philipp Holzmann of Germany and Cogefar and Lodiiani of Italy, will bid.

France's Lafarge Coppée, with its control of Cementia, is expected to compete strongly with the Swiss Holderbank to



supply construction materials, but the highly specialised Swiss Sika Finanz group should win the contracts for tunnel joints.

Swiss companies - led by ABB Asea Brown Boveri, Von Roll and Schindler - will also be strong competitors for the estimated SFR1.2bn in loco-

otive and rolling stock orders, although foreign suppliers, including Siemens, figure strongly in signalling equipment.

Nevertheless, in a project of this size there should be considerable smaller sub-contracts for specialist manufacturers in other European countries. Mr Michael Berger, of the Austrian Trade Commission in Zurich, says his office is planning a symposium on the project for Austrian companies next spring.

Mr Serge Lederemann, of Geneva bankers Lombard Odier, says one consequence of making the tendering international is that the fat margins Swiss contractors normally get on their business will be squeezed. And the fact that the work will be spread over 15 years means the impact on profits of any particular company is not likely to be great.

The Financial Times (Europe) Ltd
Published by The Financial Times
(Europe) GmbH, Frankfurt Branch,
Nibelungenplatz 3, 6000
Frankfurt-am-Main 1. Telephone 49 69
156830; Fax 49 69 5964481; Telex
416193. Represented by E. Hugo,
Managing Director, Printer: DVM
GmbH-Harriet International, 6078
Neu-Isenburg 4. Responsible editor:
Richard Lambert, Financial Times,
Number One Southwark Bridge,
London SE1 9HL. The Financial Times
Ltd. 1992.

Registered office: Number One,
Southwark Bridge, London SE1 9HL.
Company incorporated under the laws
of England and Wales. Chairman:
D.E.P. Palmer. Main shareholders:
The Financial Times Limited, The Financial
Times Limited, Publishing director:
Richard Lambert. Managing Director:
Richard Lambert. Financial Times,
Number One Southwark Bridge,
London SE1 9HL. The Financial Times
Ltd. 1992.

Financial Times (Scandinavia)
Vimlekaft 42A, DK-1161
Copenhagen-K. Denmark. Telephone:
(33) 13 45 41. Fax (33) 93333.

'Armed clash' if weapons seized from Russia

Moscow warns Georgia over arms

By John Lloyd in Moscow

THE RUSSIAN defence minister, General Pavel Grachev, has warned the government of Georgia not to fulfil its stated intention to take over all weapons and military equipment of the Russian (formerly Soviet) forces on its territory, or risk "an armed clash with Russian forces".

This follows a warning on Saturday from Russian President Boris Yeltsin to "take corresponding measures to protect the interests of Russian citizens" caught up in the growing conflict in Georgia.

Mr. Eduard Shevardnadze, the Georgian leader, had ordered the seizure of Russian arms at the weekend after touring the area of fighting in the northern Georgian autonomous republic of Abkhazia, where local forces took the town of Gagra after heavy fighting last week. Mr. Shevardnadze said he would order an army of 40,000 reservists against the Abkhazian rebels, who engaged the Georgian forces sent to the republic after

it declared independence in August.

The conflict is spreading throughout the Caucasus, as the Confederation of Mountain Peoples also vowed to raise a 40,000-strong force to assist Abkhazia in its struggle. The confederation draws its support from the largely Moslem Caucasian autonomous republics on Russia's southern border with Georgia.

Russian troops are also being drawn into the ever-fiercer civil war in the Central Asian state of Tajikistan, where supporters of ousted President Rakhmon Nabiyev have concentrated in the south of the republic and are battling with supporters of the new, pro-Islamic government of the republic in the regional capital of Kurgan-Tyube.

Reports from the area yesterday pointed to continuing fierce fighting, with refugees streaming out of Kurgan-Tyube towards the Tajik capital of Dushanbe. The Russian detachments in the republic were strengthened last week, and are accused by the anti-Nabiyev forces of supporting the former Communist leader.

Appeals for ceasefires in the regions and for the deployment of peace-keeping forces drawn from the members of the Commonwealth of Independent States (of which Russia and Tajikistan are members, but Georgia is not) have had no effect. A meeting of CIS foreign ministers is scheduled in Moscow today to prepare for the Friday meeting of CIS heads of state, postponed from September 25.

Pakistan warned its nationals against travelling in Tajikistan, following the killing of a Pakistani businessman and threats against others in Dushanbe this month. Pakistanis have been active in trade in the republic over the past year. The Abkhazian defence headquarters has guaranteed safe conduct out of the republic for those Georgian troops fighting within it, according to the Interfax news agency last night. The agency said, however, that Georgian forces were continuing to reinforce positions in the north of the area.



A woman, with a Jordanian UN soldier, revisits her shattered home in Serb-occupied Croatia, a year after war forced her out.

Bad weather interrupts resumed Sarajevo airlift

Bosnian refugees to be offered shelter in west

By Laura Silber in Karlovac

THE FIRST group of Moslems released from Serb-held detention camps in Bosnia-Herzegovina will be offered sanctuary in the west, mostly in Scandinavia, the United Nations said in the Croatian capital Zagreb yesterday.

In Sarajevo, the resumed aid airlift to the besieged city was interrupted by bad weather. Four US and Canadian aircraft carrying food and radar equipment needed to keep the airport functioning during winter landed yesterday in the city before poor weather forced the suspension of the operation. Five other scheduled flights were cancelled.

Mr Peter Kessler, spokesman for the UN High Commissioner for Refugees in Zagreb, said western countries had pledged to provide sanctuary for most of the 1,600 mainly Moslem men released on Thursday from the Trnopolje camp in northern Bosnia.

These, the most recent arrivals in neighbouring Croatia, which has some 700,000 refugees already, have been given shelter in abandoned army barracks in Karlovac, southwest of Zagreb.

Croatian authorities have allowed the released detainees to remain in Karlovac for two weeks.

Relief organisations at the run-down barracks worry however about visits by Croatian and Bosnian army officers who, despite a ban, are trying to recruit fighters.

Meanwhile, stories of cruelty by Serb forces against Moslems in Bosnia continued to emerge. One man, allowed to speak by international relief organisations on condition his identity was not revealed, yesterday corroborated earlier reports of how Serb forces in August shot some 200 Moslem detainees in a ravine outside Travnik in southern Bosnia. He explained how he had survived by lying for several hours under a dead body.

Other men considered themselves fortunate. Serb forces had released their wives and children in July. Some were in Zagreb. But no one believed Moslems would ever again be able to live with Serbs. They told how neighbours had turned against neighbours.

Serb forces control about two-thirds of Bosnian territory. Some 2m people have been displaced by the six-month war and at least 8,000 are believed to be held in detention camps throughout the republic.

"They burnt down our houses. We were ordered to turn over all our possessions. Money, watches, cars, whatever they could get," said one man, who, like many of the Moslem detainees, was from Kozarac.

"When we left the camp and drove through Kozarac, I did not recognise it," he said. "The Serb forces moved the sign post to pretend it was another place. It is like Vukovar [the devastated city in eastern Croatia which fell to Serb forces last autumn]."

● The UN Protection Force Headquarters in Zagreb yesterday protested to the Croatian government and Ministry of Defence after two UN helicopters came under fire while approaching Zagreb on Friday. The helicopters, on a medical evacuation mission, landed safely at Zagreb airport. The incident followed a similar attack last Monday.

Gorbachev cancels trip after court ban

By John Lloyd

MR Mikhail Gorbachev, the former Soviet president and Communist party leader, has cancelled a scheduled trip to South Korea after the Constitutional Court banned him from leaving Russia.

Mr Gorbachev faces legal action, including possible imprisonment, if he continues to refuse to testify before the court. Mr. Gorbachev's decision whether or not to testify was "constitutional", Mr. Gorbachev said on Saturday that he had become the first Russian political "refusenik", claiming that the court's demand for him to testify was itself anti-

constitutional. "From a political standpoint," Mr Gorbachev said, "such an action is administrative lawlessness, fraught with the revival of the practice of deprivation of rights for political motives [a reference to the Stalin era]."

The court has heard testimony from a number of former top Communists, including Mr Nikolai Ryzhkov, prime minister during most of Mr Gorbachev's leadership, and Mr Arkady Volsky, a former senior aide to several party leaders and one of the few such officials to have kept a top job, as head of the Union of Industrialists and Entrepreneurs.

Moves to scrap Soviet debt plan

By Chryelle Freedland in Kiev

UKRAINE and Russia announced plans at the weekend to scrap the system of collective responsibility for the foreign debt of the former Soviet Union. But the two Slavic heavyweights advanced conflicting proposals for a new system.

At a meeting in Kiev, Mr Leonid Kravchuk, the Ukrainian president, and Mr Yegor Gaidar, Russia's acting prime minister, agreed that the system, which the former Soviet republic established under intense pressure from western creditors, was flawed.

Under the fierce scrutiny of the Group of Seven (G7) industrialised countries, eight of the former Soviet republics, including Russia and Ukraine, assumed at the end of last year "joint and several" responsibility for the former Soviet Union's \$68bn (€45bn) foreign debt. Western creditors, fearing some of the poorer republics might default, pushed for collective assumption of the debt over the objections of independent-minded republics like Ukraine.

The agreement on collective responsibility for the debt could be severely strained by

the joint attack from Ukraine and Russia, which have together pledged to pay back 77.47 per cent of the total.

"We have agreed that the old system of joint and several responsibility for the foreign debt of the former Soviet Union is going nowhere and does not work," Mr Gaidar said.

However, Ukraine and Russia differed on alternatives. Ukrainian negotiators said that Russia proposed a "zero option" to Ukraine. The idea was that Russia should assume sole responsibility for the debt with regard to western creditors and, in exchange, be granted exclusive control over the former Soviet Union's foreign assets.

According to this proposal, Ukraine's share of 16.37 per cent of the debt would become Ukrainian debt to Russia. As Kiev paid off the money to Moscow, it would receive a corresponding share of the assets. Ukrainian officials objected on the grounds that it would give *de jure* status to Russia's *de facto* control over the former Soviet Union's foreign assets. Obtaining a share of these assets has been a central plank of Ukrainian foreign policy for the past year.

Havel insists on a Czech state

By Ariane Genillard in Prague

THE FORMER Czechoslovak president, Mr Vaclav Havel, urged at the weekend that preparations towards an independent Czech state be speeded up, following a Slovak about-face which dashed plans to dissolve the federal state by the end of the year.

Mr Havel was reacting to the initiative of Mr Vladimir Meciar, the Slovak prime minister, who with the Czech opposition parties succeeded on Thursday in having the federal parliament adopt a motion to draw up plans for a new union between the Czech and Slovak republics.

This union would link the two republics under a single president heading a government in charge of economic, defence, foreign, social and environmental policies.

The move contradicts all post-electoral agreements

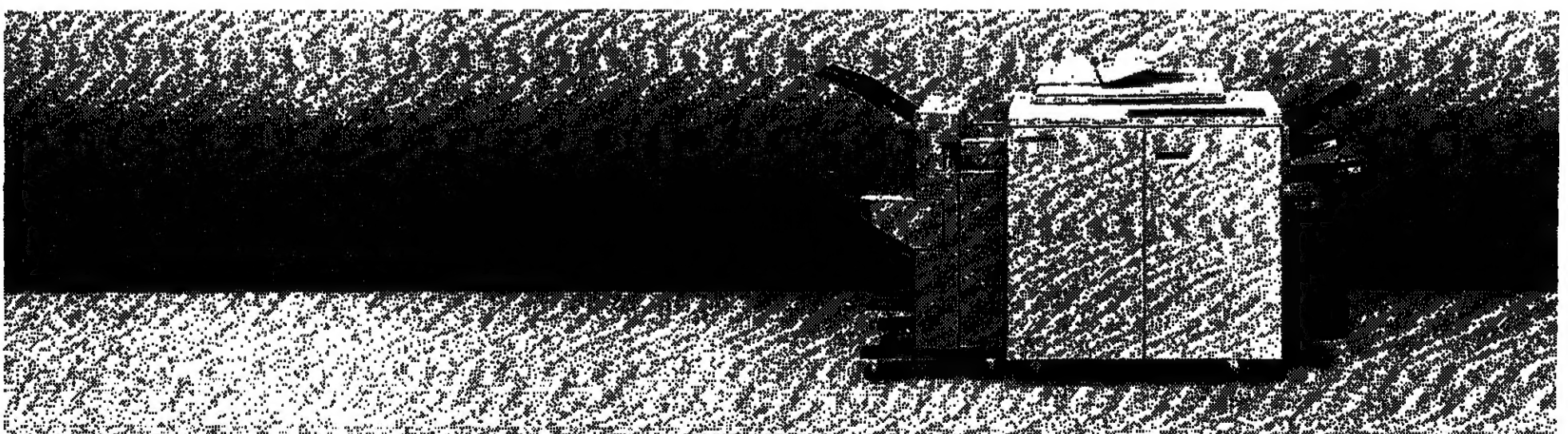
between Mr Meciar and Mr Vaclav Klaus, the Czech prime minister, which aimed to dissolve the federal state legally by January 1.

"I fear this will lead to prolonged uncertainty," Mr Havel said. "The Czech parliament should declare its intention to create an independent Czech state and adopt as soon as possible its own constitution."

Calls for a unilateral secession of the Czech republic from the federal state increased at the weekend among Czech officials angered by the Slovak U-turn. However, such a move could only legally be achieved via a popular referendum. Recent opinion polls show that fewer than half of all Czechs would vote to break up the federal state.

Mr Klaus, who had pushed for a break-up since Slovak nationalists won power in last June's election, is due to meet Mr Meciar tomorrow.

The newest name in office technology wasn't born yesterday.



We were born on the 1st of May, 1903 to be precise.

And before the year was out we'd designed our first revolutionary typing machine.

Ninety years later, Olympia products range from state-of-the-art photocopiers to the last word in word processors, PCs, printers, fax machines, dictation equipment and calculators.

(Oh yes, and typewriters.)

With such an impeccable pedigree, how can we call ourselves new?

Well, technically, we are.

Olympia (UK) is a newly minted, autonomous member of the AEG group, a European giant in high technology.

We're taking over the UK operations and dealer base of our predecessor in this country,

AEG Olympia, including its major customers in the public and private sectors.

So although ours may look like a new face in the office equipment world, we've got an old head on our young shoulders.

OLYMPIA

The first name in the office.

Olympia (UK) Limited, Olympia House, The Ridgeway, Iwer, Bucks SL9 9HX. Telephone: 0753 630111

NEWS: INTERNATIONAL

Police seek to bottle up Osaka riots

By Robert Thomson in Osaka

HUNDREDS of riot police patrolled slum streets in Osaka last night after four days of violent clashes with destitute labourers left several dozen people injured and the area strewn with debris and gutted vehicles.

Twelve arrests were made as many of the Atrium area's 30,000 day-labourers protested against the suspension of welfare payments by the local government. But the real cause is Japan's economic downturn, which has hit labourers harder than mainstream workers.

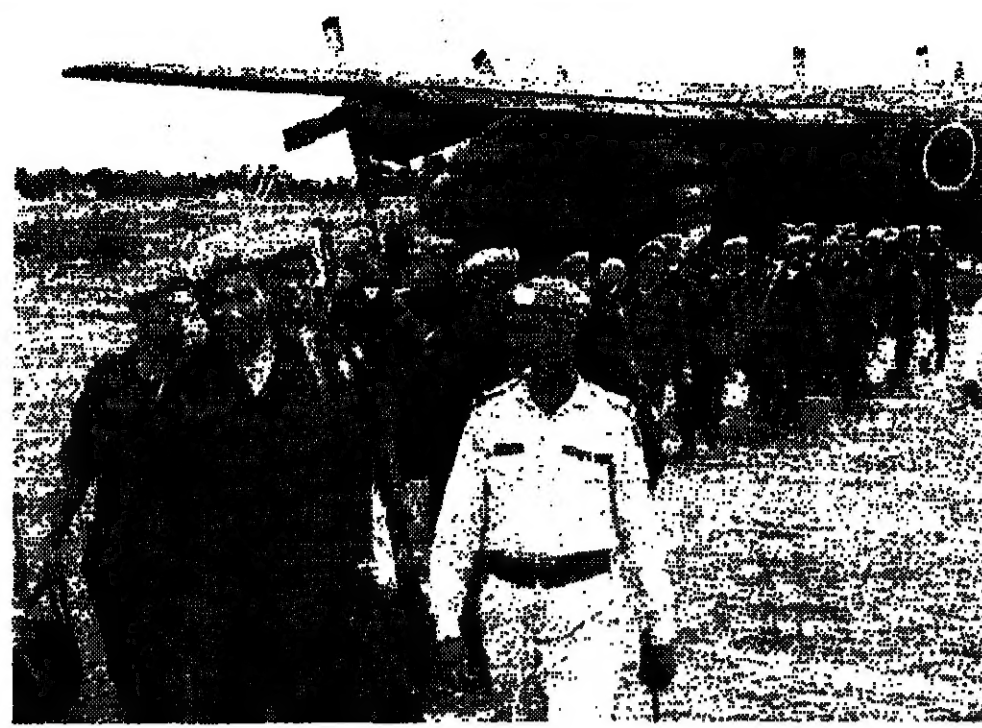
At around 5am each morning, the day-labour market opens in a dirty concrete building which has been at the centre of the protests. Job touts with presumed gang links hold up notices offering two or three days' work clearing a building site or filling a job-

spot in a small factory.

The crash of Osaka's property market and the slowing of factory orders have left many of the men reliant on hand-outs. A special fund was exhausted last week, inspiring the protests by the destitute, whose desperation is heightened by drink dependence or debts to gang-run loan shops. Last night, hundreds of the workers were sleeping outside the job market, where they were hoping to get work in the day's muster.

Placards around the building demanded government help. Small groups of workers huddled together, discussing tactics, as hundreds of riot police with batons at the ready massed in a nearby police station. The clashes are the most serious since a week of rioting in the same district two years ago left 200 injured.

Police fear the riots will be a



JAPAN'S troop deployment in Cambodia speeded up at the weekend with 160 more soldiers joining the peace mission. This is the first overseas task for Japanese ground forces since Japan's surrender in 1945 and follows the signing into law of its peace-keeping operations bill in June after 20 months' bitter debate. The engineer units and eight military observers join 15,000 soldiers from 30 countries wearing UN blue berets in Cambodia. They will monitor a ceasefire, disarm rival armies and supervise elections next May. The main body of Japanese troops arrives on October 13.

feature of the economic downturn, as the labourers' desperation becomes more acute, and

that the troubles may be a beacon for extremist groups. One factor fuelling the protests is

outrage at a police confession that a local officer had taken bribes from gangsters.

Pressure on LDP over cash for faction chief

By Charles Leadbeater in Tokyo

JAPAN'S political leadership is under increasing pressure to respond to public criticism of Mr Shin Kanemaru, the Liberal Democratic party's most powerful faction chief, who last week was fined ¥200,000 (284) for receiving illegal political donations of ¥500m (233m).

Prime Minister Kiichi Miyazawa, who has depended heavily on Mr Kanemaru's behind-the-scenes support, said he deeply regretted his colleague had breached the political control funds law. Mr Kanemaru was fined after he admitted receiving money from a scandal-ridden courier com-

pany. Mr Miyazawa's first comments, at a weekend seminar of LDP members, were widely seen as an attempt to respond to party criticism. Mr Miyazawa said he would devote himself to making detailed political reform proposals to the Diet in November.

The LDP leadership has come under pressure for further action and the controversy could trigger a destabilising power struggle within the LDP over the successor to Mr Kanemaru as head of the Takemura faction, the largest within the LDP.

The opposition parties have unanimously called for Mr Kanemaru to testify to the Diet over the case and some have

called for his resignation. Also, more than 70 prefectural and city assemblies have passed resolutions criticising Mr Kanemaru or the Tokyo prosecutors for failing to pursue the case to court.

It is thought Mr Kanemaru made a written confession to avoid a trial which could have further damaged his standing and risked the exposure of allegations that he has had links with Japan's leading crime syndicate. Mr Miyazawa's handling of the issue has been perceived as weak, reflecting his dependence on Mr Kanemaru. This was underlined by an expression of thanks to Mr Kanemaru for his promotion of party unity.

Knighthood for Sony chairman

BRITAIN is to bestow an honorary knighthood on Mr Akio Morita, chairman of Sony Corp and champion of deeper Anglo-Japanese ties, the UK embassy in Tokyo said yesterday, Reuter reports. Mr Mor-

ita, 71, who conceived the Sony Walkman, is to be made an Honorary Knight Commander of the British Empire (KBE). He was involved in Sony's decision to set up a TV factory in Bridgend, Wales, in

1973, the first big manufacturing investment by a Japanese group in Britain. Last year, Sony chose Pencroft in mid-Glamorgan to build a factory making colour TV sets and computer display monitors.

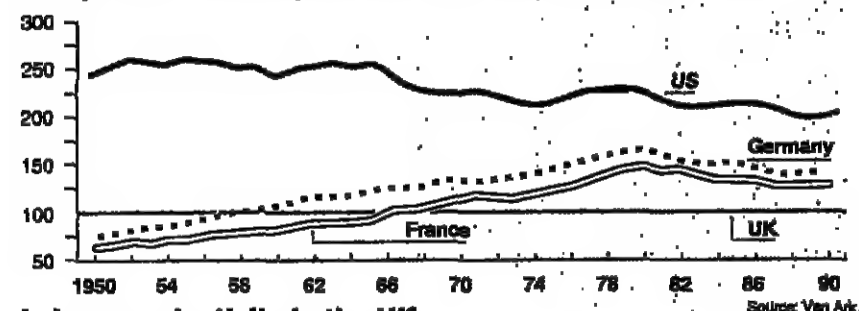
INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period values.

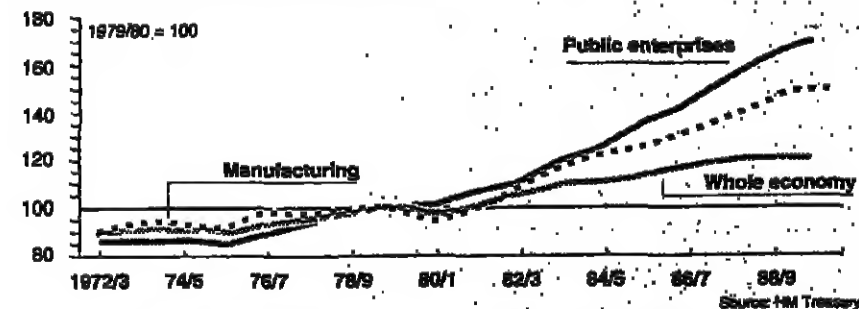
UNITED STATES						JAPAN						GERMANY						FRANCE						ITALY						UNITED KINGDOM					
	Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator		Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator		Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator		Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator		Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator		Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Composite leading indicator
1985	100.0	100.0	7.1	100.0	102.9	1985	100.0	100.0	2.6	100.0	96.8	1985	100.0	100.0	7.1	100.0	105.0	1985	100.0	100.0	10.2	100.0	102.2	1985	100.0	100.0	9.6	104.1	100.0	1985	100.0	100.0	11.2	100.0	102.1
1986	105.7	101.0	6.9	98.0	108.2	1986	105.4	102.2	6.4	136.4	105.4	1986	105.4	102.2	6.4	136.4	104.6	1986	104.2	101.1	10.4	107.2	106.9	1986	108.0	104.1	10.5	110.9	105.2	1986	105.2	102.4	11.2	118.1	105.2
1987	108.3	105.9	6.1	105.5	110.0	1987	113.8	103.1	2.9	108.3	115.4	1987	107.4	102.5	6.2	149.4	105.7	1987	104.5	103.1	10.5	117.6	108.2	1987	113.9	108.8	10.8	112.9	110.7	1987	110.7	105.7	10.3	141.2	108.5
1988	112.3	111.8	5.4	106.1	114.3	1988	122.8	112.9	2.5	135.8	122.9	1988	110.5	108.2	8.2	164.7	111.8	1988	107.9	107.3	10.0	134.9	113.6	1988	108.5	114.2	10.9	117.7	117.7	1988	117.7	106.5	8.8	144.3	107.8
1989	115.1	114.5	5.2	99.3	113.1	1989	132.8	118.9	2.2	147.0	126.3	1989	114.1	111.4	5.6	218.9	114.6	1989	109.6	111.3	9.4	181.1	113.4	1989	119.4	118.7	10.8	116.8	118.8	1989	118.8	108.9	7.1	124.7	105.0
1990	116.4	115.7	5.4	84.5	100.1	1990	142.0	125.3	2.1	148.7	124.5	1990	123.5	117.2	4.9	261.5	115.1	1990	110.1	112.7	8.0	186.0	106.8	1990	115.0	118.0	10.3	112.2	120.4	1990	120.4	109.3	6.8	97.9	103.4
1991	113.5	113.5	5.6	61.9	114.7	1991	145.0	128.1	2.1	144.1	123.4	1991	130.4	120.8	4.3	270.9	112.0	1991	108.7	113.4	8.6	128.7	107.7	1991	114.3	115.4	9.8	115.1	119.5	1991	119.5	106.0	8.9	86.7	108.1
3rd qtr. 1991	-1.5	-2.1	6.7	60.9	112.5	1991	1.0	1.2	2.1	141.5	124.6	1991	0.2	1.9	4.4	276.6	112.6	1991	0.0	-0.4	9.7	130.5	108.2	1991	0.9	-3.7	9.6	114.5	-0.5	-2.2	9.4	61.8	108.4	3rd qtr. 1991	
4th qtr. 1991	-0.5	-0.5	6.9	55.1	114.7	1991	1.9	-1.6	2.1	140.3	123.4	1991	1.1	0.1	4.3	265.0	112.0	1991	0.2	1.7	10.0	124.6	107.7	1991	6.3	-0.7	9.9	115.1	0.4	-0.8	9.7	88.3	108.1	4th qtr. 1991	
1st qtr. 1992	3.3	1.3	7.1	58.9	118.0	1992	-0.4	-4.8	2.0	132.9	123.2	1992	-2.8	1.3	4.3	279.3	111.8	1992	-1.2	1.2	10.1	128.0	106.8	1992	-0.4	-1.5	10.2	114.9	-0.4	-1.5	10.2	73.7	109.1	1st qtr. 1992	
2nd qtr. 1992	1.7	2.0	7.4	60.4	116.0	1992	-6.2	2.1	135.0	123.0	1992	-4.6	-1.3	4.5	276.2	110.6	1992	0.2	0.1	10.3	108.5	107.5	1992	-0.4	-0.4	9.9	114.3	-0.3	-0.7	10.5	57.7	110.4	2nd qtr. 1992		
September 1991	-1.3	-2.0	6.7	60.9	112.5	1991	-1.2	1.3	2.1	137.3	124.6	1991	-0.2	0.7	4.5	272.5	112.8	1991	-2.3	-0.3	9.8	127.8	108.2	1991	-2.6	-2.2	n.a.	114.5	-0.7	-1.9	9.5	62.3	108.4	1991 September	
October	-0.8	-1.4	6.8	58.4	112.9	1991	1.6	-1.8	2.1	143.5	124.4	1991	3.0	0.6	4.4	265.7	112.4	1991	1.4	0.8	9.9	125.0	107.8	1991	6.5	-1.5	n.a.	114.5	-0.1	-1.6	9.6	61.1	108.8	1991 October	
November	-1.5	-0.2	6.8	59.1	113.7	1991	4.1	-1.2	2.1	139.0	124.0	1991	-0.4	1.7	4.3	262.4	112.0	1991	0.7	1.5	10.0	126.3	107.9	1991	7.5	1.1	n.a.	114.6	1.6	-0.6	9.7	64.7	108.5	1991 November	
December	0.5	0.2	7.0	59.8	114.7	1991	0.0	-1.8	2.1	138.3	123.4	1991	0.6	-2.1	4.3	266.5	112.0	1991	-1.5	2.7	10.0	123.3	107.7	1991	5.0	-1.7	n.a.	115.1	-0.4	-0.3	9.8	73.1	108.1	1991 December	
January 1992	0.0	0.0	7.0	58.3	115.8	1992	-0.2	-3.8	2.1	136.1	123.4	1992	-1.5	0.2	4.3	272.8	111.8	1992	0.2	0.4	10.1	122.5	106.0	1992	0.8	-1.1	n.a.	115.0	0.8	-1.1	10.1	72.1	107.9	1992 January	
February	3.9	1.4	7.2	59.0	116.6	1992	2.4	-4.6	2.0	132.5	123.3	1992	-2.1	3.4	4.3	262.8	111.8	1992	3.3	0.5	10.2	119.6	108.4	1992	1.3	-1.1	n.a.	114.8	1.3	-1.1	10.2	75.5	108.6	1992 February	
March	1.2	2.5	7.2	61.4	118.6	1992	-4.5	-5.6	2.0	130.2	123.2	1992	-4.9	0.2	4.4	281.7	111.8	1992	-6.9	2.6	10.1	117.9	108.6	1992	0.3	n.a.	n.a.	114.9	-3.2	-1.8	10.2	75.4	108.1	1992 March	
April	2.0	2.5	7.1	59.3	116.6	1992	-2.8	-6.0	2.0	129.8	123.0	1992	-2.3	-0.2	4.5	279.3	111.4	1992	2.6	1.2	10.3	105.5	108.3	1992	0.5	n.a.	n.a.	115.2	1.1	1.5	10.4	70.7	110.0	1992 April	
May	1.7	2.4	7.4	61.3	116.2	1992	-1.0	-6.9	2.1	121.2	122.8	1992	-4.2	0.3	4.5	275.2	110.9	1992	-0.9	-0.3	10.3	105.4	108.0	1992	1.1	n.a.	n.a.	115.3	1.9	0.5	10.5	67.8	110.7	1992 May	
June	1.4	1.1	7.7	60.7	116.0	1992	-3.8	-2.1	128.9	123.0	1992	-6.9	-3.9	4.5	271.1	110.6	1992	-3	-0.5	10.3	116.4	107.5	1992	0.4	-2.3	n.a.	114.3	0.4	-2.3	10.5	64.7	110.4	1992 June		
July	1.0	1.6	7.8	59.9	116.0	1992	-6.1	2.2				1992	-4.8	-2.6		267.1	110.4	1992	-3.7			10.3	112.2	106.8	1992	-0.6	-1.4	10.6	65.5	108.4	1992 July				
August	0.6	0.5	7.5	61.2		1992	-7.8					1992	0.5			264.6		1992						1992	1.0			63.2		1992 August					

All series seasonally adjusted. Statistics for Germany apply only to western Germany. Data supplied by Datastream and WEA. Retail sales volume data from national government sources except Japan and Italy (values series deflated by OECD using CPI). Refers to total retail sales except Japan and Italy (major outlets only) and Japan (department stores only). Industrial production data from national government sources. Includes mining, manufacturing, gas, electricity and water supply industries except Japan (mining and manufacturing only) and UK (also includes construction industries). Unemployment rate: OECD standardised rate which adjusts as far as possible for the different definitions of unemployment used in official sources. Vacancy rate indicator: relevant vacancy measure divided by total civilian employment, expressed in index form. Derived from OECD series. US - help-wanted advertising; Japan - new vacancies; Germany and France - all jobs vacant; Italy - no data available; UK - unfilled vacancies. Composite leading indicator: OECD data. Each is a combination of series, cyclical fluctuations in which usually precede cyclical fluctuations in general economic activity.

Comparative labour productivity in manufacturing



Labour productivity in the UK



What is left of the British 'economic miracle'?

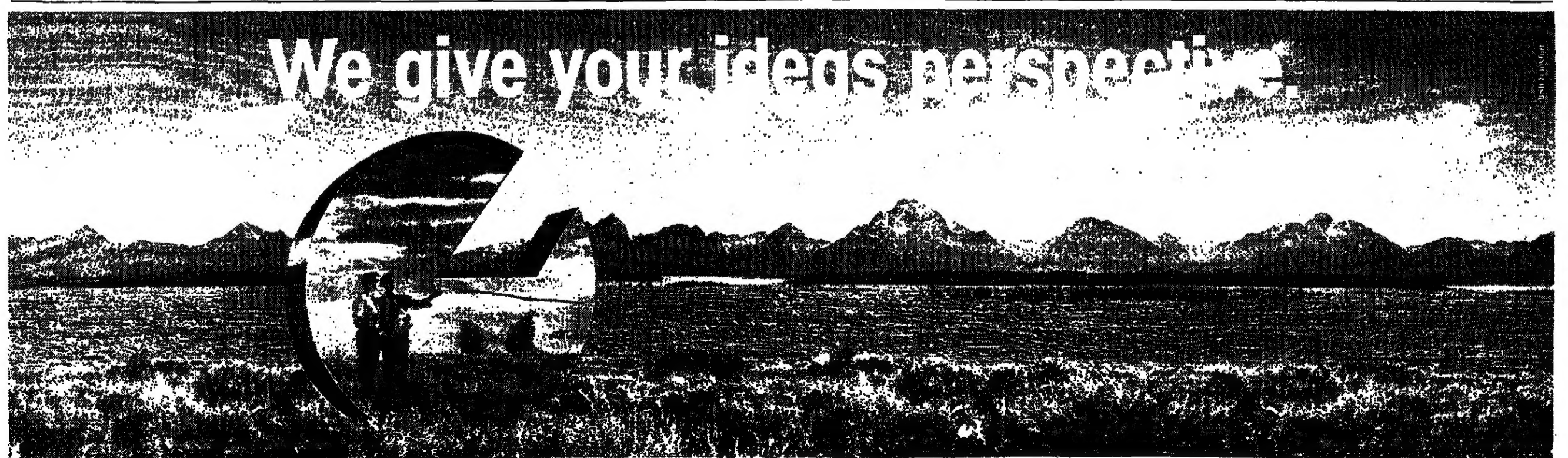
IN the midst of the current recession, all that talk of four years ago about a 'British economic miracle' seems a delusion, one triggered by a powerful economic drug, easy credit. But a recent survey, published by the Treasury, suggests that neither the euphoria of a few years ago nor the despair of today is entirely justified. The 1980s did see creditable achievements, but ones that were in part thrown away. The years 1979 and 1989 were the peaks of two successive cycles. Between those years, UK gross domestic product grew at 2.2 per cent a year, less than that achieved between 1973 and 1979, UK growth in the 1980s was marginally more than in the EC as a whole, though less than in the US, which managed 2.8 per cent, and in Japan, which achieved 4 per cent. Productivity growth in the whole economy shows a similar picture. The UK's 1.8 per cent growth of labour productivity between 1979 and 1989 was up with European levels and ahead of the US, which

achieved a mere 1.1 per cent a year, but behind Japan's 2.9 per cent. Again, what was remarkable was the deterioration of others; Japan's annual rate of productivity growth had been 8.1 per cent between 1960 and 1973 and Italy's 5.5 per cent. Not to fall further behind was an achievement of a kind, but no cause for ecstasy, but in manufacturing, where labour productivity was (and is) still further behind levels achieved in more successful economies than elsewhere in the British economy, the UK started to catch up, as shown in the top chart. Labour productivity in manufacturing rose 4.8 per cent a year between 1979 and 1989. This was not only vastly better than the 1.1 per cent registered between 1973 and 1979, but also better than the 3.4 per cent of 1960-73. UK performance was behind that of Japan, which managed 5.4 per cent, but well above Germany's 1.8 per cent (no Wertschafungsindex here). France's 3.2 per cent and Italy's 4 per cent. What caused the improvement? Not investment, it appears, nor closure of inef-

ficient capacity. What mattered most was greater flexibility and efficiency in companies. Just how much that can mean is shown in the second chart. Notice in particular how the overmanned and slothful public enterprise behemoths, most now privatised, increased labour productivity by 70 per cent between 1979-80 and 1988-89. UK manufacturing did become fitter, but output rose by only 12.3 per cent, from peak to cyclical peak. Yet one would expect a sector enjoying a global market and achieving a high rate of growth of productivity to grow quickly, absorbing a high proportion of investment in the process. UK manufacturing did not. From 27 per cent of business investment in 1979, its share declined to 19 per cent in 1989. Presumably, manufacturing did not grow more because it was not profitable enough. Profitability was ground between the rather millstone of rapid rises in real wages, averaging 2.7 per cent a year between 1979 and 1989, and the upper millstone of international competition. Lower growth in the real cost of labour would

have raised the return on capital and stimulated more - and more - labour-absorbing investment, both of which were needed in a high unemployment economy. In the 1980s, productivity growth needs to flow more strongly into profits, which still appear low by international standards. Remarkably, in view of the recession, labour productivity in manufacturing rose 5 per cent between the third quarter of 1990 and last July, but the rise in real earnings, still more than 2 per cent a year, has eroded much of the benefit for profitability. Similarly, there will be no contribution to competitiveness from last month's depreciation of sterling if it is offset by another wave of wage inflation. Productivity growth is excellent, but higher growth of output depends on the course of wages and profits as well. Martin Wolf

* Supply Side Performance in the 1980s. Treasury bulletin, summer 1992.



The Europe of corporate opportunity knows no frontiers.

In executive suites around the globe January 1, 1993, is a red-letter day. As of then Europe will be the world's largest internal market - further enhanced by the economic opening of our neighbours to the east. For managers with enterprising spirit, a rare opportunity. But how to capitalize on it?

With DG BANK at your side, you are assured a competitive edge. Because DG BANK is a banking partner who has long been at home in Greater Europe, acquiring invaluable in-depth know-how. These resources - combined with precise, timely intelligence on national markets and

their specific idiosyncrasies - are crucial. They alone make possible the systematic planning essential for your success. DG BANK aggressively supports domestic companies in their activities abroad. And, in turn,

هنا من اجل

NEWS: INTERNATIONAL

US tries to calm Angola after poll

THE US South Africa and other western observers to Angola's peace process were trying to defuse tension in the rebel Unita movement yesterday as it became clear that President Jose Eduardo dos Santos and the ruling MPLA party had won the war-torn country's first democratic elections.

A diplomatic offensive was under way to keep Unita locked into the process, following an inflammatory weekend broadcast by Mr Josias Savimbi, the Unita leader, which

Julian Ozanne on attempts to keep Unita in the peace process

claimed the elections had been rigged, dismissed the verdict of the international community and made a veiled threat of a return to violence.

Mr Herman Cohen, US assistant secretary for African affairs, and South African President F.W. de Klerk both sent messages to Unita, once backed by Washington and Pretoria, urging restraint and respect for established procedures for resolving disputes.

"Savimbi is having trouble facing up to the reality that Unita has been a victim of its own propaganda for the past 17 years and it does not have the support in the country it thought it had," said a senior western diplomat yesterday.

"It is a very painful process for Savimbi personally, and he is obviously confused, emotional and frustrated. But we are telling him in no uncertain terms that he must stay with the process."

Official results from 70 per cent of the country's 5,516 polling stations showed yesterday that President dos Santos was leading Mr Savimbi in the presidential race by 53.6 to 37 per cent.

Kuwaiti premier to open files on invasion

By Mark Nicholson in Kuwait City

KUWAIT'S most actively fought election campaign closed this weekend with Sheikh Saad al-Sabah, the crown prince and prime minister, promising to "open the files" on the government's conduct leading up to the Iraqi invasion in August 1990 while lending his support for extending the vote to women.



Election candidate Khalid al-Adawa addresses a crowd of 2,000 in Kuwait City

Sheikh Saad's attempt to address some demands by Kuwait's opposition groups came in a television and radio broadcast on Saturday night in which he also denied claims that the government was seeking to weaken the country's constitution.

His remarks were the first public response to government critics from any member of the ruling al-Sabah family in the campaign. Kuwait's 81,400 eligible voters go to the polls this morning to elect a 50-seat National Assembly, the first full parliament since the Emir suspended the last in 1986.

The assembly has limited powers to initiate and veto legislation and can summon, and in some cases sack, ministers.

Responding to repeated calls at rallies throughout the campaign, Sheikh Saad said: "We will not stand against going into the file of August 2 1990, in the light of persistent demands to open this file."

what they regard as government complacency before the Iraqi invasion and for the apparent unpreparedness of the Kuwaiti armed forces.

Sheikh Saad also said he favoured extending the vote to Kuwait's women, 52 per cent of

the population, who have led an unprecedented campaign to win the franchise. But he said that this and other opposition demands to lower the voting age to 18 and enfranchise naturalised Kuwaitis should be left to the next parliament.

Despite widespread opposition allegations that the government has directly financed some of the 278 candidates, a self-appointed election watchdog yesterday said the election campaign had been substantially free and fair.

Washington renews arms pledge to Israel

By Hugh Carnegie in Jerusalem

THE US has given a written commitment to maintain present levels of military aid to Israel, in a move interpreted by the Israeli government as evidence that Washington will continue to bolster the Jewish state's regional qualitative military advantage.

The assurance, in a letter to Prime Minister Yitzhak Rabin from acting secretary of state Lawrence Eagleburger, followed last month's military assistance for Israel to help offset its objections to the proposed US sale of up to 72 F-15 fighter aircraft to Saudi Arabia.

The package, including the supply of Apache and Blackhawk helicopters and "prepositioning" of US military equipment in Israel, was in addition to the \$1.8bn Israel receives in annual military aid from the US. It is the latter that Mr Eagleburger promised to maintain. It amounts to almost half of all US annual foreign military aid.

Israeli officials are extremely pleased with these developments. They said they believed the commitments would be honoured regardless of who won the US presidential election next month.

Recent disputes over alleged transfers by Israel of US technology to South Africa and China and budgetary pressures in Washington had led to Israeli fears that aid might be reduced. Last month's additional aid package specified a commitment to allow Israel access to advanced technology.

● Syria has reiterated its rejection of a summit meeting between President Hafez al-Assad and Mr Prime Minister Yitzhak Rabin proposed by Israel to advance peace talks between the two countries. The prospect receded during a weekend visit to Damascus, Cairo and Jerusalem by Mr Roland Dumas, the French foreign minister, when Syria said a summit would undermine present negotiations due to resume in Washington later this month.

State election blow to Australian Labor party

By Kevin Brown in Sydney

THE re-election prospects of Australia's federal Labor government dimmed yesterday after the opposition conservative parties scored a landslide victory in state elections in Victoria.

The Liberal/National party coalition achieved a bigger than expected swing to eject Labor from government in Australia's second most populous state for the first time in 10 years.

Counting was still continuing last night, but it appeared that Labor would win less than a quarter of Victoria's 88 state parliament seats. The defeat will be a severe blow to Mr Paul Keating's federal government, which needs to retain several marginal seats in Victoria to win the next national election, due by next June.

● Labor's federal prospects have also been weakened by a defeat in Tasmania earlier this year, and by its failure to dislodge a minority conservative government in New South Wales. Labor governments in South Australia and Western Australia have also been forced to accept independent support to survive, and both are expected lose state elections next year.

Mr Keating played down the Victorian result, claiming it was due largely to local factors which would be forgotten in the federal election. The Victorian Labor government lost support as a result of high unemployment and tax increases following heavy losses by state-owned financial institutions.

Mr Keating's main hope of rebuilding support in Victoria lies in a confrontation between the conservatives and the trade union movement, which has threatened to oppose proposals for industrial relations reform. Any signs of industrial unrest in Victoria are likely to be portrayed by Labor as a foretaste of what would happen under a conservative government in Canberra.

NEWS IN BRIEF

Iraq to pursue plan for oil sales

IRAQ yesterday dismissed as illegal a UN Security Council resolution to seize frozen Iraqi oil assets and said it was determined to press on with negotiations over a partial resumption of Iraqi oil exports. Reuter reports from Baghdad.

Finance Minister Ahmed Hussein al-Samarrai said Iraq would pursue its plan to seek UN permission to export oil worth \$4bn over six months. This could be extended for six months more to help provide food, medicine and humanitarian needs for Iraqis, he said.

The Iraqi news agency INA quoted him as saying that UN acceptance of the plan would "help provide the source of living for the Iraqi people from the north to the south".

Troops move on Zaire bank

Troops with tanks have surrounded the Zaire central bank in a new power tussle with the prime minister. Reuter reports from Kinshasa. The move by soldiers under President Mobutu Sese Seko's command followed the sacking of central bank governor Nyemba Shabani by Prime Minister Etienne Tshisekedi, who is at odds with the president.

Mauritania devalues

Mauritania yesterday said it had devalued its national currency the ougulya, by more than 20 per cent, from 82.85 to 106 against the dollar. Reuter reports from Nouakchott.

Fighting in Afghan city

Heavy fighting raged yesterday in the western Afghan city of Herat between a fundamentalist group and the government-appointed commander. Reuter reports from Islamabad.

EVERY MORNING

MIKE CARLTON OPENS

HIS MOUTH

AND TWO LISTENERS

FLY OUT.

He's giving away two Executive Class tickets to America with Northwest Airlines every weekday for a year. Tune in to 97.3 FM, 6 am - 9 am.



Stan Woodward is Chief Property Surveyor at ITT's London & Edinburgh Insurance Group. And he takes his job home with him every night, devoting much of his free time to the local Fire Liaison Group, educating the community about fire safety.

ITT Insurance is one of eight diverse businesses that make up

ITT DEFENSE AND ELECTRONICS ITT SHERATON ITT AUTOMOTIVE ITT FLUID TECH

Ministers try to dispel tax increase fear

By Alison Smith

SENIOR ministers sought yesterday to dispel the shadow of tax increases as a way through current economic difficulties following Britain's withdrawal from the European exchange rate mechanism (ERM).

They emphasised that, outside control of the ERM, public spending was even more important than before in ensuring that the government's anti-inflationary strategy carried credibility.

Mr Kenneth Clarke, home secretary, said the government would not leave sterling in free fall, and stressed the need to bring stability back to the pound's exchange rates as soon as possible.

Mr Clarke signalled that Mr Norman Lamont, chancellor of the exchequer, would be prepared to raise interest rates if the pound continued its fall.

He was joined in his efforts to calm nervousness in the money markets about the direction of economic policy by Mr Michael Heseltine, trade and industry secretary, who said raising taxes was the "least attractive course" open

to the government.

Earlier Mr John Major admitted in an interview with the Sunday Express newspaper that since sterling had been suspended from the ERM the government had "a less satisfactory counter-inflation policy than we used to have".

Mr Clarke said on BBC television that the government's duty was to have a monetary and fiscal policy that gave traders stability.

He also indicated, however, that he did not believe it was yet possible to know what exchange rates would be sustainable.

Mr Clarke admitted that he did not expect the problems to be resolved in the immediate future, but sounded sanguine about the prospect of persuading the Germans that stability in European exchange rates, particularly in a single market, was in their interest.

Brushing aside the Anglo-German row about the circumstances of sterling's suspension from the ERM, he insisted that the relationship between the two countries was still good. "Today Germany are our allies and that is how it will stay," he said.

Lawson book threatens fresh row on ERM

By Alison Smith

THE ruling Conservative Tory party was haunted by the spirit of crisis past as well as crisis present at the weekend, as a fresh row erupted between former cabinet ministers over discussions seven years ago about whether sterling should join the European exchange rate mechanism (ERM).

The dispute centres on a book by Lord Lawson his time as chancellor of the exchequer - and in particular his recollection that Lord Tebbit, now a leading Euro-sceptic, expressed support for the UK's entry into the ERM in November 1985 while he was party chairman.

Lord Tebbit, the former trade and industry secretary, fiercely denies the charge.

Describing a meeting convened by Mrs Margaret (now Lady) Thatcher, Lord Lawson writes that Lord Tebbit said "that he would be in favour if I thought it would be helpful economically, and added that he felt it would be easy to carry the party".

In response to this version of the meeting in a newspaper serialisation of Lord Lawson's memoirs, Lord Tebbit insisted that the claim was wrong.

"Loyal as I was to the prime minister, I was naturally reluctant to put the boot in against a chancellor who argued for a policy change within his departmental responsibilities," he said.

He added that if Mrs Thatcher had been isolated on the question of the Britain's



On the record: former chancellor of the exchequer Lord Lawson claims Euro-sceptic Lord Tebbit backed entry to the ERM in 1985

membership of the ERM in 1985, she would not have been able to withstand for five years as she did the pressure for sterling to join.

The former chancellor's picture of an athen-faced Mr John Major wondering if he was equal to the job of Treasury

chief secretary in 1987 is also likely to cause irritation within the party.

"For a time after the 1987 general election, I was concerned that I might have made the wrong choice of chief secretary after all - a view I suspect was shared by John Major

himself," Lord Lawson writes.

Mr Major was appointed in 1987 as Chief Secretary to the Treasury. It was his first cabinet post, placing him in charge of public spending and made him the most senior Treasury minister under Lord Lawson.

The former chancellor of the

exchequer wrote: "He found the job far more difficult than anything he had done before and had to work very hard to try to master it. He would come and see me at Number 11 [Downing Street], athen-faced, to unburden himself of his worries."

Poor harvest could force increase in UK bread prices

By David Blackwell

UK BREAD prices may have to rise because of a bad harvest and the rising cost of imports due to the sterling devaluation.

Wet weather damage in southern England in August has left millers facing steep increases in the price of bread-making wheat.

Mr Keith Marsh, sales director of British Bakeries, part of the Rank Hovis McDougall group, said it was inevitable that any increase in the price of flour would lead to an increase in the price of bread.

John Malcolm of the National Farmer's Union said it was not surprising that millers were worried about supplies. The premium payable for bread-making wheat, which

yields less tonnage per acre than feed wheat, had not encouraged farmers to plant it. If millers were concerned about future supplies, he said, they should contract with farmers to guarantee a fixed premium for bread making wheat.

The UK mills about 3.3m tonnes of wheat for bread each year, importing a shortfall of 500,000 tonnes from other EC countries and Canada. This year the UK harvest is likely to provide only 3m tonnes of bread-making quality, leaving an import requirement of 1.3m tonnes.

Canada is also having weather problems, and its export prices are expected to rise by 15 to 20 per cent.

The fall-out from sterling's devaluation is also affecting

the UK wheat market. As part of the Single European Market due to start on January 1, the agrimonetary system and the Green Pound are to be abolished.

The system uses MCAs (Monetary Compensatory Amounts) to iron out differentials in prices between EC countries. At present the UK has a negative MCA to stop its wheat exports being too competitive.

Abolition of MCAs would have the effect of raising UK support prices for wheat by 12 per cent at today's values.

Mr Peter Baker, president of the National Association of British and Irish Millers (Nabim), said that wheat of bread making quality for delivery was at a record £162 a tonne this year.

Court to consider claim on EC rights

By Catherine Milton

A CHALLENGE to the government's interpretation of a European Community directive on workers' employment rights after takeovers begins in the High Court today.

Natthe, the lecturers' union, says the law should be changed to prevent organisations that acquire public-sector bodies from dismissing workers or imposing inferior pay and conditions.

The union says UK legislation breaches the directive, as the law does not require employers to honour the employment contracts they inherit when acquiring non-profit-making organisations.

Contracts must be honoured when one organisation takes over another in the private sector, and Natthe says the rules should protect all workers.

The government - under pressure from the European Commission - has agreed to add an amendment to its planned employment bill, due in the next parliamentary session, to extend equal protection to all workers.

The Commission, which has argued for five years that the UK rules breach the directive, is also preparing to take the British government to the European Court of Justice.

TRADE ASSOCIATIONS Groups may be streamlined

By Alison Smith and Michael Cassell

SOME of Britain's many trade associations could be amalgamated as part of proposals being considered by the department of trade and industry (DTI) to streamline industrial lobbying.

In their informal meetings with industrialists and businessmen, Mr Michael Heseltine, the president of the board of trade, and Mr Tim Sainsbury, the industry minister, have been asking whether businesses are confident that they are getting value for money from their membership of a range of associations.

Government ministers are seriously and which they regard as less important, Mr Heseltine and his colleagues have a powerful way of putting pressure on those they see as less valuable.

The dual pressures on associations - declining income combined with increasing costs as they have to operate in Brussels as well as at Westminster - are seen by ministers as providing an opportunity for industry to ensure that it is getting a good deal for the amounts levied on it.

One example of the sort of changes which could come about was seen at the start of this month.

The Chemical Industries Association (CIA), for example, charges its 220 members using a formula based on turnover and the actual number of employees.

The CIA has a turnover of £4.2m a year and the minimum charge is £3,650.

The Association of the British Pharmaceutical Industry has 100 members which are charged between £14,000 and £180,000 a year.

achieved a mere 1.1 per cent a year, but behind Japan's 2.9 per cent. Again, what was remarkable was the deterioration of others. Japan's annual rate of productivity growth had been 8.1 per cent between 1980 and 1973 and Italy's 5.8 per cent.

Not to fall further behind was an achievement of a kind, but no cause for ecstasy, but in manufacturing, where labour productivity was (and is) still further behind levels achieved in more successful economies than elsewhere in the British economy, the UK started to catch up, as shown in the top chart.

Labour productivity in manufacturing rose 4.8 per cent a year between 1979 and 1988. This was not only vastly better than the 1.1 per cent registered between 1973 and 1979, but also better than the 3.4 per cent of 1960-73. UK performance was behind that of Japan, which managed 5.4 per cent, but well above Germany's 1.8 per cent (no Wirtschaftswunder here), France's 3.2 per cent and Italy's 4 per cent.

What caused the improvement? Not investment, it appears, nor closure of inefficient capacity. What mattered most was greater flexibility and efficiency in companies. Just how much that can mean is shown in the second chart. Notice in particular how the overmanned and slothful public enterprise behemoths, most now privatised, increased labour productivity by 70 per cent between 1979-80 and 1988-89.

UK manufacturing did become fitter, but output rose by only 12.3 per cent, from peak to cyclical peak. Yet one would expect a sector enjoying a global market and achieving a high rate of growth of productivity to grow quickly, absorbing a high proportion of investment in the process. UK manufacturing did not. From 27 per cent of business investment in 1979, its share declined to 19 per cent in 1988.

Presumably, manufacturing did not grow more because it was not profitable enough. Profitability was ground between the netter millstone of rapid rises in real wages, averaging 2.7 per cent a year between 1979 and 1988, and the upper millstone of international competition. Lower growth in the real cost of labour would

have raised the return on capital and stimulated more - and more - labour-absorbing investment, both of which were needed in a high unemployment economy.

In the 1990s, productivity growth needs to flow more strongly into profits, which, still appear low by international standards. Remarkably, in view of the recession, labour productivity in manufacturing rose 5 per cent between the third quarter of 1990 and last July, but the rise in real earnings, still more than 2 per cent a year, has eroded much of the benefit for profitability.

Similarly, there will be no contribution to competitiveness from last month's depreciation of sterling if it is offset by another wave of wage inflation. Productivity growth is excellent, but higher growth of output depends on the course of wages and profits as well.

Martin Wolf

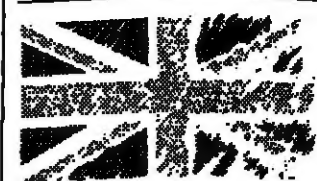
* Supply Side Performance in the 1980s Treasury bulletin, summer 1992.

efficient capacity. What mattered most was greater flexibility and efficiency in companies. Just how much that can mean is shown in the second chart. Notice in particular how the overmanned and slothful public enterprise behemoths, most now privatised, increased labour productivity by 70 per cent between 1979-80 and 1988-89.

UK manufacturing did become fitter, but output rose by only 12.3 per cent, from peak to cyclical peak. Yet one would expect a sector enjoying a global market and achieving a high rate of growth of productivity to grow quickly, absorbing a high proportion of investment in the process. UK manufacturing did not. From 27 per cent of business investment in 1979, its share declined to 19 per cent in 1988.

Presumably, manufacturing did not grow more because it was not profitable enough. Profitability was ground between the netter millstone of rapid rises in real wages, averaging 2.7 per cent a year between 1979 and 1988, and the upper millstone of international competition. Lower growth in the real cost of labour would

Britain in brief



Government snubbed on coal contracts

The government has had only limited success in trying to persuade the electricity industry to cancel supply contracts with state-owned Nuclear Electric to make room for more coal-based power.

Only one regional company is believed to have responded to government pressure by seeking a possible renegotiation of its six-year nuclear contracts.

Renegotiation is likely to present difficulties, however. Nuclear Electric is considering the legal implications and the question of compensation if the contracts are ended. Professor Stephen Littlechild, the electricity regulator, might also have to approve the renegotiation if the contracts mean that the distribution company has to buy more expensive coal-based electricity.

Health workers seek pay rise

The 600,000 nurses, midwives and health visitors, one of the largest groups in the public sector, have submitted a pay claim of 8.7 per cent to their pay review body.

That is well above inflation and the increase in average earnings, which was 5 per cent in the year to July. It poses a direct challenge to the government's attempt to drive down public-sector pay increases.

Elderly face increased costs

The rising cost of long-term residential care is forcing the elderly to sell their homes, according to a report published today by the Family Policy Studies Centre, an independent research body.

But even the sale of a house will be insufficient to pay for more than five years in a private nursing home.

BBL (CAYMAN) LTD.
unconditionally guaranteed by

Bank of America
London

US \$50,000,000
Floating Rate Notes due 1994

*Notice is hereby given that, in accordance with Condition 5(c) of the Prospectus dated 10th May 1992, the above-captioned Notes will be redeemed at their principal amount on 27th November, 1992.

By: Sakura Bank, Ltd.
(Formerly Midai Tokyo Kasei)
Buenos Aires Branch
(Fiscal Agent)

Pressure group demands reform of legal aid system

FUNDAMENTAL reform of the legal aid system including abolition of the Lord Chancellor's Department and the Legal Aid Board is called for in a report on publicly funded legal services in the 1990s published today, writes Robert Rice.

The report by the Legal Action Group - a legal services pressure group - says the escalating cost of legal aid has led the government into a series of ill-considered cuts.

At the same time, eligibility levels have fallen so that, for example, the proportion of couples with two dependent children who meet the income conditions for free legal advice dropped from 57 per cent to 22 per cent between 1979 and 1990.

The report says it is time for the first real reconsideration of the objectives and structure of legal aid since 1945.

The overall objective of publicly funded legal services should be equal access to justice for everyone.



GOLF IN PRAGUE

The Prague Karlstein Golf Club, the first 18 hole course in Prague, has been designed as a championship course in a beautiful natural park beneath the famous Karlstein Castle. Equity memberships are now available at 15,000 Swiss Francs which, as well as providing corporate or personal membership to the club, will act as a resaleable and increasingly valuable asset. As the club has been designed to act as a focal point for the Prague business community, membership will also provide a variety of contacts and opportunities in this developing and exciting city.

For further information/documentation send or fax your business card:

KARLSTEIN GOLF AG
Stapferstrasse 19
CH-8615 Wermatswil-Zürich
Switzerland
Tel. (41) 1 941 77 44
Fax (41) 1 941 14 44

KARLSTEIN GOLF AG
Na Prikopě 20
CS-110 00 Praha 1
Czechoslovakia
Tel. (42) 2 264 018
Fax (42) 2 264 023



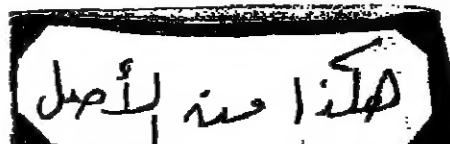
Opportunity knows no frontiers.

al. They alone make possible the success. DG BANK aggressively activities abroad. And, in turn, uphold on the domestic market. tent founded upon its own bases. ermore, DG BANK has access to the UNICO member banks. And Germany - DG BANK is solidly erative banking system which it

heads. To tap new markets - including those of our neighbours to the east - talk with DG BANK. We give your ideas perspective.

DG BANK London Branch, 10 Aldersgate Street, London EC1A 4XX, England. Telephone (71) 726 67 91, Telex 886 647, Telefax (71) 606 27 38. Head Office: DG BANK, Am Platz der Republik, P.O. Box 100 651, D-6000 Frankfurt am Main 1, Tel. (69) 74 47-01, Telex 412 291, Telefax (69) 74 47-16 85.

Offices in: New York, Atlanta, Rio de Janeiro, Hong Kong, Tokyo, Kuala Lumpur, Amsterdam, Luxembourg, Paris, Zurich, Moscow, Bucharest.



Regions in search of aid

Paul Cheeseright and Chris Tighe on the redrawing of the funding map

THE GOVERNMENT is redrawing its map of assisted areas, the regions classed as "development" or "intermediate" that qualify for financial support. Businesses and councils affected by the recession have been lobbying eloquently for bigger slices of the overall assistance cake.

But the signs are that the scope and size of assistance will be cut just when many regions feel justified in demanding more of it. The period for applications has just ended, and a new map, first promised in 1988, might be published by the end of the year after consultations with the European Commission.

Councils and businesses fear the areas might be reduced and the methods of payment made more restrictive.

"It is unlikely that the coverage of the new map will be greater than now, and it could be somewhat less," the government said in a consultation paper in June.

The government may also take the opportunity of the map redrawing to alter the methods of funding.

Mr. Tim Selwyn, the industry minister, indicated in Birmingham last week that changes might go beyond the redrawing of the map.

Regional aid has been directed mainly in the past at towns caught up in industrial decline or industrial restructuring. But the recession has changed the geographical pattern of unemployment, providing some southern regions with a strong case for inclusion on the map.

Unemployment percentages on the Isle of Wight, for example, are as high as those in the Newcastle upon Tyne travel-to-work area, which includes parts of Tyneside, Northumberland and County Durham.

Again, the decline of unemployment since 1984, according to analysis by Coopers & Lybrand, accountants, has been much faster in the old blackspots of south Wales than it has been in Southampton or Portsmouth.

Because state subsidies are involved and because the subsidies impinge on the EC's competition rules, the govern-



Assisted areas

Source: DTI

ment needs approval of its new map from Brussels.

The availability of EC funding, added to the plethora of UK regeneration instruments introduced since 1979 - enterprise zones, urban development corporations, derelict land grants and so on - has diminished the immediate financial importance of domestic regional aid, which is paid through two main channels:

● Regional selective assistance, designed to improve employment opportunities and aimed at projects that would not go ahead without some subsidy. It is frequently used as a carrot to attract inward investment.

● Regional enterprise grants, designed to help small companies with product and plant development.

Total government spending

on such schemes has fallen from £518.2m in 1984-85 to £264.6m in 1991-92. That is not simply because the government has tightened its purse strings. It is also the result of a policy switch in the mid 1980s: the system of automatic entitlement to funds for projects in the assisted areas through the regional development grant was abandoned in favour of discretionary funding, where projects are examined case by case before a commitment is made to support them.

Regional aid from UK funds is spread over areas designated in 1984, most of which are north of a line drawn from The Wash to the Severn estuary, which has 35 per cent of the working population of Britain.

The officials working on the new map, just as with the existing map, will use unemployment as their main yardstick in deciding whether an area should be on the map. But they have no precise formula. It is not known how much weight they attach to actual unemployment figures relative to long-term unemployment figures, or, indeed, to potential unemployment figures.

Against that background, the regions have been marshalling some widely differing cases.

Northern Development Company, for north-east England and Cumbria, emphasises that it has the highest regional rate of unemployment in Britain, that only inward

investment can strengthen a weak economic base and such investment will not be attracted without assisted-area status.

The Isle of Wight emphasises its persistent unemployment and a fragile economic base.

Telford in Shropshire wants to retain assisted-area status because its workforce is growing so quickly that it cannot be absorbed by expansion of local companies, so it needs assistance to draw inward investment.

Staffordshire wants to retain the £1m a year that has been coming through regional selective assistance, arguing that it has very little access to other public funding apart from derelict-land grant and that loss of funds would skew its economic development programmes.

There is no evidence that, in working its way through the competing claims of disadvantage, the government is examining the fundamental purpose of regional policy.

There has been no debate on the extent to which the existing instruments of regional policy work towards what the government defines as its broad objective: "to reduce regional imbalances in employment opportunities".

The fact that, for example, northern England complains of "structural unemployment for 60 years" and over the past 20 years a rate of unemployment "50 per cent above the average for Great Britain", raises the obvious point of whether there is value in the existing instruments of regional policy.

Is the flaw in the instruments or does fault lie elsewhere? Should regional policy be redefined?

Absence of such debate suggests that the new map will be changed by tinkering, perhaps taking out parts of Wales and Cheshire, perhaps inserting parts of the East Midlands, southern coastal areas, north Kent, the Essex and Lincolnshire coasts.

There is also the political map to be considered. Broadly, if the government stays with the existing map, it will benefit Labour areas - while if it spreads the map into the south, it will benefit Conservative areas.

on such schemes has fallen from £518.2m in 1984-85 to £264.6m in 1991-92. That is not simply because the government has tightened its purse strings. It is also the result of a policy switch in the mid 1980s: the system of automatic entitlement to funds for projects in the assisted areas through the regional development grant was abandoned in favour of discretionary funding, where projects are examined case by case before a commitment is made to support them.

Regional aid from UK funds is spread over areas designated in 1984, most of which are north of a line drawn from The Wash to the Severn estuary, which has 35 per cent of the working population of Britain.

The officials working on the new map, just as with the existing map, will use unemployment as their main yardstick in deciding whether an area should be on the map. But they have no precise formula. It is not known how much weight they attach to actual unemployment figures relative to long-term unemployment figures, or, indeed, to potential unemployment figures.

Against that background, the regions have been marshalling some widely differing cases.

Northern Development Company, for north-east England and Cumbria, emphasises that it has the highest regional rate of unemployment in Britain, that only inward

investment can strengthen a weak economic base and such investment will not be attracted without assisted-area status.

The Isle of Wight emphasises its persistent unemployment and a fragile economic base.

Telford in Shropshire wants to retain assisted-area status because its workforce is growing so quickly that it cannot be absorbed by expansion of local companies, so it needs assistance to draw inward investment.

Staffordshire wants to retain the £1m a year that has been coming through regional selective assistance, arguing that it has very little access to other public funding apart from derelict-land grant and that loss of funds would skew its economic development programmes.

There is no evidence that, in working its way through the competing claims of disadvantage, the government is examining the fundamental purpose of regional policy.

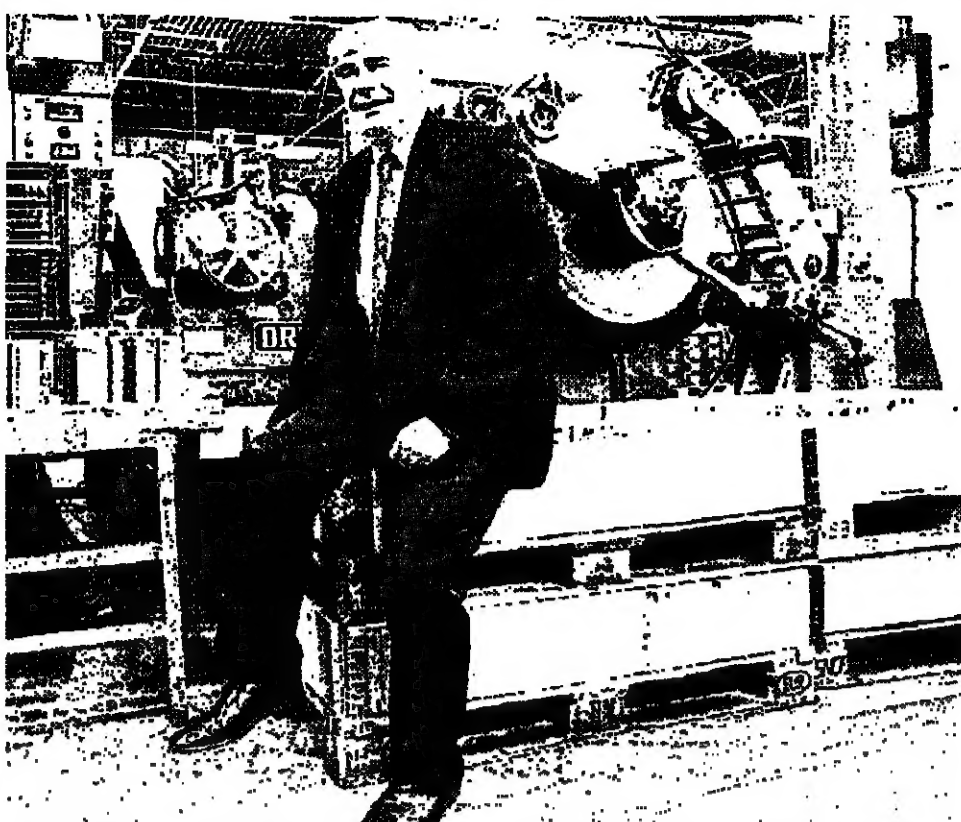
There has been no debate on the extent to which the existing instruments of regional policy work towards what the government defines as its broad objective: "to reduce regional imbalances in employment opportunities".

The fact that, for example, northern England complains of "structural unemployment for 60 years" and over the past 20 years a rate of unemployment "50 per cent above the average for Great Britain", raises the obvious point of whether there is value in the existing instruments of regional policy.

Is the flaw in the instruments or does fault lie elsewhere? Should regional policy be redefined?

Absence of such debate suggests that the new map will be changed by tinkering, perhaps taking out parts of Wales and Cheshire, perhaps inserting parts of the East Midlands, southern coastal areas, north Kent, the Essex and Lincolnshire coasts.

There is also the political map to be considered. Broadly, if the government stays with the existing map, it will benefit Labour areas - while if it spreads the map into the south, it will benefit Conservative areas.



David D'Arcy, Grorud's finance director, is looking to grants to cover expansion costs

Newcastle zone strives to retain assisted-area status

By Chris Tighe

ASSISTED-AREA status attracted the Norwegian company Grorud to Consett, County Durham, in 1981, the year after the town lost its steelworks and became a symbol of the last manufacturing recession.

Aided by grants, Grorud has since become one of Consett's biggest companies, with 330 employees, diversifying successfully beyond door and window fittings, its original business, into stair lifts and precision engineering.

Thanks to Consett's development-area status Grorud has received aid totalling £1.5m towards a total capital spend of £5m.

The company, whose Consett operations will this year turn over £20m, is expanding there and has bought land beside its factories for another development, pencilled in for 1994. Its target is to increase its Consett payroll to 500.

Now it is waiting to see whether the Newcastle travel-

to-work area, which includes Consett, wins its fight to remain a development area. If, as is locally feared, it is demoted to intermediate-area status, offering lower grants, the timescale of the £1m expansion would be affected, Mr David D'Arcy, Grorud's financial director, says.

"We'd have to defer it, we'd have to generate sufficient retained earnings to fill the gap," he says. He would, he says, be looking to DA grants to cover 30 per cent to 85 per cent of the cost.

Grorud exemplifies the pulling power of DA status. Its Oslo-based parent, wanting a British base to sell into the European Community, selected Consett from a number of DAs.

Economic development bodies and local authorities in the Newcastle area estimate that regional selective assistance since 1984 has totalled £68m, creating or safeguarding more than 19,000 jobs.

In 1984-85, the area suffered a net loss of 9,600 manufacturing

jobs. In Derwentside, which includes Consett, Mr John Pearson, industrial development officer, estimates that four fifths of today's industrial jobs were created in the 1980s.

The worry locally is that the government will base its review solely on a "snapshot" of present unemployment rates. In that league table, Newcastle travel-to-work area has slipped to about 60th place out of 322, as other areas have risen because of the recession.

Newcastle area's case is that its structural economic difficulties are far from solved: as evidence, it points to high long-term and under-25s unemployment. Demotion from DA status, it is argued, would undermine the job-creating potential of public-sector developments to which more than £600m investment has been committed.

"The job is far from complete," Mr Pearson says. "We still have persistent unemployment." Newcastle area is lobbying hard. But so are dozens of others.

Big rise in jobless at Devon resort

By Richard Evans

ILFRACOMBE, the north Devon resort, is the unexpected name at the top of the national league table for the sharpest increase in unemployment over the past year. The town hopes to regain the status of assisted area that it lost eight years ago.

Parts of Devon face heavy unemployment because of cuts in traditional industries and because of failure in the absence of government incentives to attract new jobs.

Local authorities have applied for the retention of assisted-area status in Plymouth and the restoration of such status in four zones: Barnstaple and Ilfracombe, Bideford, Torbay and Totnes.

Unemployment in Ilfracombe is running at 22 per cent and the increase over the past year has been 36.6 per cent. The story of Ilfracombe indicates the significance of assisted-area status and its impact on a local economy.

From 1966 to 1982, virtually the whole of north Devon enjoyed development-area status, and a number of new industries were attracted to the area. From 1982, only Ilfracombe retained full development-area status.

Since 1984, no incoming manufacturing companies have gone to the town because of the lack of government grants and incentives, while the staple source of work, tourism, has been affected by structural changes in holiday habits.

There has been a change away from peak season resort-based visitors towards self-catering. The number of bed-spaces in hotels and guest houses in Ilfracombe dropped by 40 per cent between 1976 and 1991. Nothing has arisen to replace the jobs subsequently lost.

A big obstacle that needs tackling is the poor infrastructure, particularly access by road, which is especially difficult in the crowded summer months.

© 1992 ITC CORPORATION

"I assess fire risks for a living,



but my life's work is preventing them."

Stan Woodward

LONDON & EDINBURGH INSURANCE

Stan Woodward is Chief Property Surveyor at ITT's London & Edinburgh Insurance Group. And he takes his job home with him every night, devoting much of his free time to the local Fire Liaison Group, educating the community about fire safety.

ITT Insurance is one of eight diverse businesses that make

up today's ITT Corporation. This, along with our investment in Alcatel Alsthom, makes us a multinational, US \$206 billion enterprise employing 110,000 people around the world.

In fact, one out of three ITT employees lives and works in Europe. And whether it's ITT Defense and Electronics or ITT Sheraton, these companies and all of our businesses share a

common goal: To improve the quality of life. Because it's not just how you make a living that's important, it's how you live. Just ask Stan Woodward. For more information about ITT phone us on: 322 643 1449.

Or write to: ITT Europe, Ave Louise, 480 B-1050, Brussels, Belgium.

ITT

ITT DEFENSE AND ELECTRONICS ITT SHERATON ITT AUTOMOTIVE ITT FLUID TECHNOLOGY ITT RAYONIER ITT WORLD DIRECTORIES ITT FINANCIAL ITT INSURANCE

NEWS: UK

DTI to seek responses on debt delays

By Andrew Jack and Alison Smith

THE DEPARTMENT of Trade and Industry is shortly to issue a public consultation document on a requirement for companies to publish in their accounts how promptly they pay their bills.

The document comes in response to comments in the March budget speech in which Mr Norman Lamont, the chancellor, promised action to reduce late payment for small businesses. It follows growing concern from small businesses that they are facing severe financial difficulties because larger companies are delaying payments for several months to conserve their own cash.

Officials are expecting a paper to be ready for circulation within weeks, examining options on how to provide the data and where it should be published. They are keen to strike a balance between the provision of information and a concern that its preparation should not be too demanding.

Calls for action on late payment of debts are likely to be renewed at this week's Tory conference. The government has come under considerable pressure to bring forward such

legislation, but is not convinced that new offences and litigation offer a way forward.

Ministers will undertake to look further at possible solutions once results are available from three pilot projects on dealing with late payment, and after the publication of an overdue European Community consultation paper on the issue, expected in January.

Mr Lamont said in his Budget speech that the government planned to amend the 1965 Companies Act to require large companies to state in their annual reports and accounts how quickly they pay their bills. The aim was to introduce the legislation during the current session of parliament, subject to the outcome of consultation.

Mr Lamont emphasised that government departments were taking commitments to prompt payment seriously, and would require that their prime contractors to pay sub-contractors normally within 30 days of receipt of a valid invoice.

The DTI has recently made grants as promised in the Budget to three trade organisations to run one-year pilot programmes such as telephone hotlines to help cope with late-payment difficulties.

Maxwell inquiry arrest expected

By John Mason and Nick Kochan

THE SERIOUS Fraud Office is expected to arrest and charge a fourth man early this week in connection with the Maxwell affair.

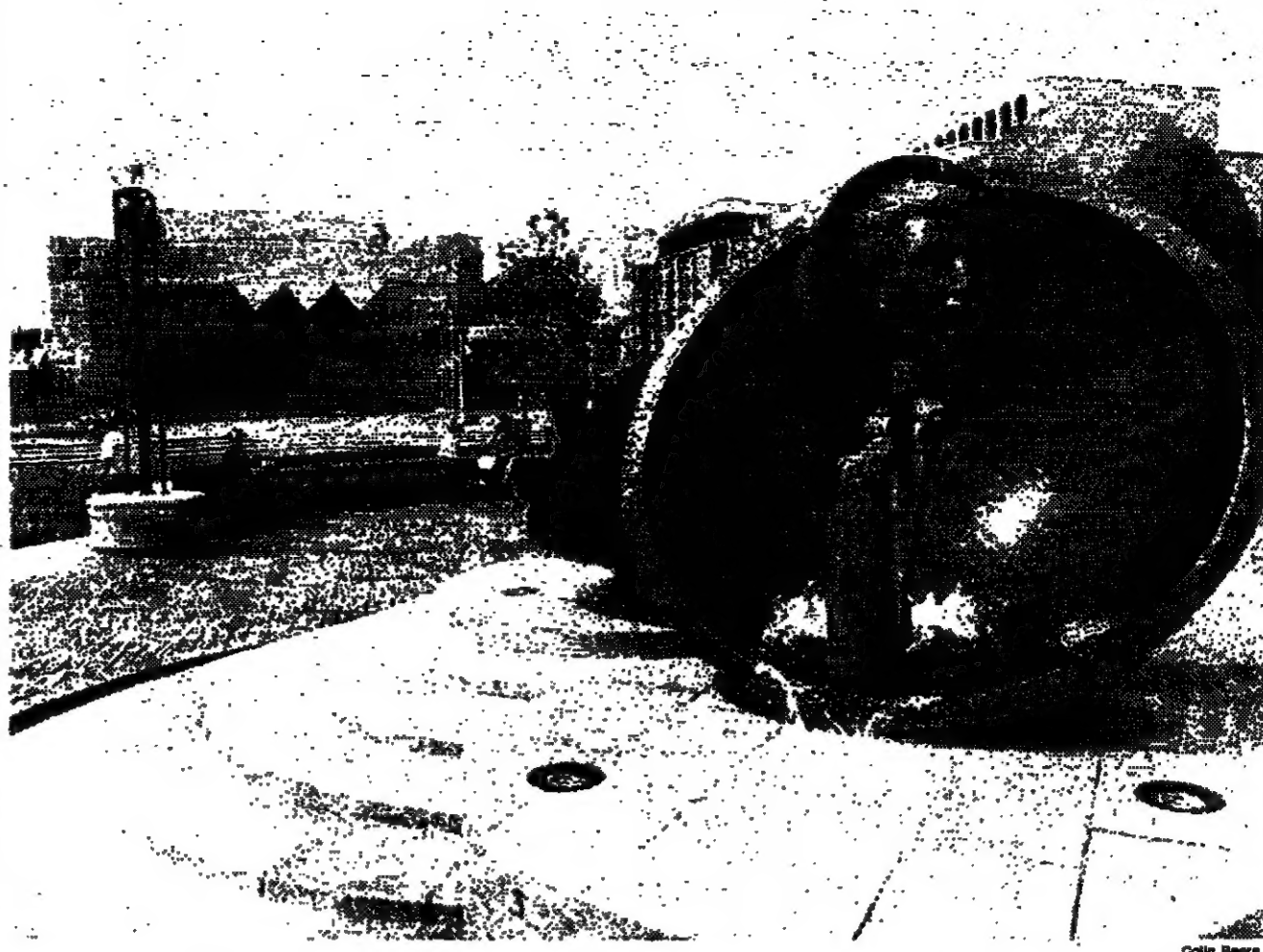
An arrest may arise from the arm of the SFO inquiry which is concentrating on the movement of money from the pension funds into the private companies in the Maxwell empire. This is one of five lines in the SFO investigation.

It is uncertain whether an arrest would take place with police raiding the man's house early in the morning in front of television cameras, as happened when Mr Kevin Maxwell, Mr Ian Maxwell and Mr Larry Trachtenberg were arrested in June this year.

So far, the two Maxwell brothers and Mr Trachtenberg, a financial adviser to the late Robert Maxwell, have been charged with a total of 15 counts of theft and conspiracy to defraud involving £135m.

Mr Kevin Maxwell faces two counts of conspiracy to defraud and six of theft. Mr Trachtenberg faces two of conspiracy to defraud and four of theft. Mr Ian Maxwell faces a charge of conspiracy to defraud.

All three are due to make their next court appearances on December 1.



A view of the International Convention Centre in Birmingham's Broad Street redevelopment area, where delegates will assemble for the summit because the EC met about a quarter of the costs of building it.

BIRMINGHAM has started to primp and preen for next week's European Council meeting in the city, Paul Cheeswright writes.

"The first thing to say is we're going to try and make Birmingham the capital of Europe for four days," the City Council promised.

Away go the graffiti, out

come more fresh flowers. Underpasses that have depressed and frightened pedestrians for two decades will be hung with banners. Streets will be extra clean.

Birmingham Mint is producing special bronze coins: city arms on one side, the symbol of the UK's Community presidency on the other. A special

flag will fly: 12 stars with "Birmingham" in the middle.

The city expects about 4,000 people to attend the summit. The Foreign Office thinks the figure will be more like 3,000: 750 from the delegations and about 2,000 from the media.

They will converge on the new International Convention Centre, an appropriate place

Fiat to keep Basildon factory

By Andrew Baxter

FIAT IS committed to keeping the former Ford tractor factory at Basildon, Essex, as one of the main plants in its worldwide agricultural equipment business, said Mr Giorgio Caruzzo, chief operating officer at the Italian vehicle producer.

The plant, which produces diesel engines and undertakes final assembly of Ford tractors, was acquired by Fiat as part of last May's merger of Ford and Fiat's agricultural and construction equipment businesses, to form NH Geotech.

Fiat is the 12th-largest non-British company in the UK with 8,000 employees last year. Employment at Basildon has fallen from about 2,500 in 1991 to just under 2,000. Most of the cuts were made last September when a fall-off in sales of agricultural vehicles, especially in Europe, led to 650 job losses.

Speaking in London, Mr Caruzzo said Fiat intended to retain the twin-track strategy for Basildon - producing tractors and also engines for use on NH Geotech equipment.

New products would be developed, and investment in the plant was assured, he said.

The Fiat executive said there would be further rationalisation elsewhere in NH Geotech, although the company hoped to avoid plant closures.

Broad support for Cadbury proposals shown

By Andrew Jack

NEARLY TWO THIRDS of directors, stockbrokers and auditors support the proposal to require companies to disclose their level of compliance with the Cadbury code on corporate governance, a survey showed yesterday.

Two thirds also believe that self-regulation is better than statutory enforcement in improving the way companies are run.

The study of 354 senior executives is published in the latest

edition of the Arthur Andersen Corporate Register.

The Cadbury committee on the financial aspects of corporate governance reported during the summer and is due to publish a revised version before the end of the year.

One of its suggestions is that all companies should be required to show compliance with its code of practice as a condition for a stock market listing.

In an indication of dissatisfaction with the present situation, only 33 per cent of the

survey believed leading institutional shareholders already carried out many of the functions proposed by Cadbury for non-executive directors.

Just over half believed that financial markets would provide tougher sanctions than external regulators against companies failing to reach accepted standards of corporate governance.

Smaller companies disagreed more strongly with the Cadbury recommendations such as the compulsory establishment of audit committees, arguing

that they would introduce costly additional expense and bureaucracy. More than half strongly agreed with the statement that the role of chairman and chief executive should be split, and almost as many that annual accounts should disclose directors' remuneration split between salary and performance-related pay.

Sixty per cent agreed with the Cadbury suggestion that audit committees should be composed entirely of non-executive directors.

Only half of the companies

responding currently had any type of audit committee, and nearly a quarter of those that did said it met just once each year. Only 9 per cent said its terms of reference resembled those proposed.

Of those that had audit committees, more than two fifths said they had a beneficial effect on company performance. Two thirds of companies had a remuneration committee, of which about half met once each year. Most of those were constituted as recommended by Cadbury.

Accountants in ascendancy

By Andrew Jack

TEN TIMES as many senior executives of quoted British companies are chartered accountants as are engineers or surveyors, the latest edition of the Arthur Andersen Corporate Register published by Hemmington Scott shows.

From a database of more than 16,000 directors and senior officers in the 2,000 quoted companies, 2,100 or nearly 15 per cent are qualified accountants.

Just over 200 are either char-

tered engineers or surveyors, while only 41 have MBA degrees.

Less than 3 per cent of the total are women, and less than 5 per cent of them hold executive directorships.

Nearly 900 went to Oxford or Cambridge University, and the single most common school - with 154 former pupils - was Eton.

There are 730 with some sort of honour, including 320 with the CBE, 347 knights and 104 lords. There are also two princes and two reverends

with positions on boards. The average male director is aged 53. The oldest is Lord Shawcross, the non-executive director of Calfyans and a director of the Observer, who is 80.

The youngest, at 26, is Mr Jean-Jacques Murray, director of US operations for Nu-Swift. Golf is the most popular recreation, which was mentioned by 1,532 people.

Arthur Andersen Corporate Register, Hemmington Scott, City Innovation Centre, 26-31 Whiskin Street, London EC1R 3BP. Twice a year, £130.

REQUEST FOR BIDDING TO EXPORT SURPLUS PETROLEUM PRODUCTS - FUEL OILS (LOW/HIGH POUR) - FOR NOVEMBER 1992

The Nigerian National Petroleum Corporation (NNPC) is inviting interested Limited Liability Companies (Ltd) and Public Limited Companies (Plc) to apply for approval to bid for export of fuel Oils (Low/High Pour) which are in excess of domestic requirement during the month of November 1992.

METHOD OF APPLICATION

- Interested limited liability (Ltd) companies and public limited companies (Plc) should address their applications to:

The Managing Director
Pipelines & Products Marketing Co Ltd
(Subsidiary of NNPC)
308, Adeola Odeku Street
Victoria Island
LAGOS

Applications should reach the above stated address not later than 15 October 1992.

- Applications shall be required to pay a non-refundable bidding fee of US\$50,000.00 (Fifty Thousand US Dollars only) or the Naira equivalent at the prevailing official exchange rate in certified bank cheque payable to PPMC. Please note that the bidding is **NON-REFUNDABLE**. Consequently, PPMC shall not entertain in future any request for refund of the US\$50,000.00 bidding fee especially from unsuccessful bidders.
- The non-refundable fee of \$50,000.00 entitles all bidders to participate in the monthly exercise for six months only.
- On completion of 1 - 3 above, only successful bidders shall be given letters of offer by PPMC. The letter of offer shall specify the product type, quantity, price, specification, lifting date range, other terms and conditions of offer.
- All successful bidders shall be entitled to a cargo size of fifty thousand (50,000) metric tons plus or minus 10% ex Okrika/TUMA.
- All successful bidders shall be required to complete a PERFORMANCE BOND with an acceptable and reputable bank in Nigeria or with the National Insurance Corporation of Nigeria (NICON) only.
- Successful bidders shall be required to open a confirmed and irrevocable Letter of Credit in favour of PPMC and shall incorporate all terms and conditions of offer therein.

NOTE: APPLICATION ENVELOPES SHOULD BE CLEARLY MARKED
"NOVEMBER 1992 EXPORT BID"

The BID BOND and PERFORMANCE BOND formats shall be given to successful applicants to administer.

CONTRACTS & TENDERS

The State Property Agency (SPA) is inviting a public tender in two stages for the sale of one part of SPA's business share in

Albertfalvi Cérnázó Kft.
(Albertfalva Thread Milling Co. Ltd.)
(Budapest, XI. Fonyod u.2-4)

Basic capital of the company: HUF 405 million of which: HUF 347.6 million, i.e. 85.8% is owned by the SPA. HUF 57.4 million, i.e. 14.2% is owned by the local government.

From its entitlement, the SPA:

- is offering a business share of HUF 69 million, consisting of a 17.04% share for the employees who are provided with an option of 2 years,
- selling a share of HUF 40.5 million, or 10% for redemption warrants (an obligation optional to the board of directors of the SPA in case of one buyer),
- offering the value of HUF 265.1 million, representing a 65.46% share to be sold by competitive tender.

Main profiles of the company: manufacturing of textile lining for rubber tires, manufacturing of belts and sale of industrial sewing yarn. The competition document and information material on the company is available for:

HUF 15,000 for Hungarians USD 200 for foreigners to be paid in forints, to the account of the SPA No. MNB 232-90107-8024, or in foreign currency to the account of the SPA No. MNB 232-90107-8031.

When making the payment, please indicate:

"Albertfalvi Cérnázó Kft. TENDER"

Tender document including details are available from October 1, 1992 from the State Property Agency (Állami Vagyongénykezelő) 1133 Budapest, Pozsonyi út 56, room 607.

Tender submissions may be made only on the basis of the tender documents and the purchase of the documentation is a prerequisite of participation in the tender.

Tenders should be submitted in 5 copies in Hungarian and English or German languages, in a closed envelope not bearing the name of the firm, to the place and until the deadline indicated in the tender invitation, or by mail against a notice of receipt.

The envelope shall bear the following: "Albertfalvi Cérnázó Kft. pályázat" The participant is obliged to mark the original with the word "EREDETI" meaning original. In case of any deviation between the original and the copies, the offers marked as above shall be considered valid.

Submission date of the offer: at 12 noon on December 1, 1992 Submission place of the offer: Állami Vagyongénykezelő, 1133 Budapest, Pozsonyi út 56.

More information is available from the Managing Director of the company, Mr. József Mihályfi; phone No.: 1669-013 fax No.: 1669-741

Those interested in tendering for the provision of this service should write requesting application documents from:

J. J. WILSON
CENTRAL PURCHASING UNIT
17 ISLINGTON PARK STREET
LONDON N1 1QJ
FAX NO: 071 477 2888

Requests to be received no later than 5pm Wednesday 14th October 1992.

LEGAL NOTICES

COMPANY NAME:
BISHOP DEVELOPMENTS LIMITED
Registered number: 20137, Name of Business: Bishop Developments, Trade Classification: 23. Date of appointment of Administrative Receiver: 22 September 1992. Name of person appointing the Administrative Receiver: National Westminster Bank PLC. Address: 10 Abchurch Lane, London EC4N 3DF.

COMPANY NAME:
AER SCAFFOLDING COMPANY LIMITED
Registered number: 1934949, Name of Business: AER Scaffolding Supply and Fix, Trade Classification: 23. Date of appointment of Administrative Receiver: 17 September 1992. Name of person appointing the Administrative Receiver: National Westminster Bank PLC. Address: 10 Abchurch Lane, London EC4N 3DF.

GLOBAL GOVERNMENT PLUS FUND
International Depositary Receipts issued by Morgan Guaranty Trust Company of New York. Global Government Plus Fund Limited has announced that it will pay USD 7,500 for each common share validly tendered pursuant to the offer made by Global on August 7th, 1992 to purchase up to 25% of its issued and outstanding common shares. The purchase price represents the net asset value per share of Global Government Plus Fund Limited as at September 18th, 1992. Payment of the purchase price shall be made in accordance with the terms and subject to the conditions of the offer. Depositary: Morgan Guaranty Trust Company of New York, Branch Office.

Appointments Advertising

appears every
Wednesday &
Thursday
Friday
(International edition only)

Come Join The European Economic Community Of Georgia, USA.

Atlanta isn't the only reason Georgia has an international reputation. Since 1980, the European economic community in Georgia has grown from 326 to 827 businesses.

Such phenomenal growth didn't happen by accident or by miracle. Instead, our growth was planned. In Georgia, government works with business - not against business.

Join a community that can help your business reach a new state of growth. Contact Mr. James Blair, Managing Director, European Office of the State of Georgia, 380 Avenue Louise, 1050 Brussels, Belgium. Telephone: 32-2-647-7825, FAX: 32-2-640-6813.

GEORGIA
The International State

Lloyds Bank
Financial Futures Limited
wishes to announce that
it has changed its name
to

Lloyds Bank
Futures Limited.

**Lloyds Bank
Futures**

THE THOROUGHBRID BANK

Registered Office: Lloyds Bank Futures Limited, 71 Lombard Street, London EC3A 3BS. Lloyds Bank Futures Limited is a member of the SFA.



*Globe
trot.
Miles
faster.*

Some free flight bonus schemes are like walking the wrong way up an escalator.

It takes a long time to get anywhere.

Not so with British Midland.

Our Diamond Club scheme, 'Destinations,' awards bonus points on every Diamond Service flight, domestic and international.

So they soon add up.

Quickly achieving enough points for a free flight anywhere on our growing European and domestic network.

And beyond, thanks to a unique link-up
with 3 other major airlines.

Virgin, SAS and United Airlines.

Which means, 'Destinations' takes you
a whole lot further, a whole lot faster.

For more information on 'Destinations'
and Diamond Club membership, call British
Midland on 0332 854 328.

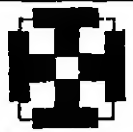
The quicker. The better.

*DIAMOND
CLUB
DESTINATIONS*

The number of European return flights required for free flights to selected destinations.

	DIAMOND CLOS	TYPICAL FREQUENT
	DESTINATIONS	FLYER SCHEDULE
NEW YORK	32	85
LOS ANGELES	32	132
SINGAPORE	41	163
STOCKHOLM	8	24
EDINBURGH	5	9
NICE	12	17

Diamond Service
BM British Midland
THE SERIOUS ALTERNATIVE



Hall & Tawse
Group Limited

CONSTRUCTION
DESIGN AND BUILD
SPECIALISTS WORKS

Hall & Tawse Group Limited
Vale Road, Walsworth, Derby LE12 2NF
Telephone: 01332 250001 Fax: 01332 250002

Power plant at Tooting hospital

Wandsworth Health Authority has awarded a £3.2m contract for a combined heat and power plant at St George's Hospital, Tooting to MOWLEM ENGINEERING of Bromborough, Wirral and Peterlee, County Durham, a division of John Mowlem Construction.

The turnkey contract is for the design, procurement, installation and commissioning of a 4.4 MWe European Gas Turbine Typhoon, a 12 tonnes per hour unfired heat recovery steam boiler and gas compressor, together with all building and civil engineering work.

The existing boiler house will be modified to accommodate the boiler and electrical switchgear and a new gas turbine hall will also accommodate, at first floor level, a new control room as an extension to the boiler plant control room.

Bridge project

RENDEL PALMER & TRITTON, which has designed the £2m repair and refurbishment of the Manama Silra Causeway bridges in Bahrain, in joint venture with Ismail Khonji Consultants, has begun pre-qualification of contractors.

The work, involving refurbishment of the reinforced concrete bridge decks and the supply, installation, testing and maintenance of an impressed current cathodic protection system on the top surface, will be supervised by RPT, a High-Point Group subsidiary.

It will also involve the removal of 12,000 sq metres of asphalt surfacing and underlying concrete. Refurbishment work includes concrete repairs to central reserve parapet beams, footways and deck slabs and repainting of steel beams. Work on the six-month contract will begin in November.

BUILDING CONTRACTS

Japanese theatre complex

SCHAL ASSOCIATES INC has won a contract for construction of a US\$45m (£38m) performing arts centre, the Second National Theatre, in Tokyo.

The 741,000 sq ft five-storey building will include three separate theatres with a total of 3,500 seats.

The largest theatre will feature a 1,900 seat auditorium for opera, similar in scale and style to classic European opera houses.

Schal is constructing the building in a joint venture

team headed by Takenaka, one of Japan's leading construction services companies.

The arts centre is being built for the Japanese Ministry of Construction in the Shinjuku area of Tokyo.

It is called the Second National Theatre because there is already an older National Theatre building used exclusively for traditional Japanese performing arts.

The project was one of a number identified in bilateral trade agreements between the

US and Japan as being open to foreign participation.

Schal was the first US construction company to win a public works project in Japan under bilateral trade agreements and its current workload for Japanese clients includes the west wing of the Tokyo Telecom Centre.

Founded in 1976, Schal Associates is a world leader in construction services and a subsidiary of New York-based Bovis Inc, the US construction arm of P&O.

£20m aircraft facility in Cairo

TRAFALGAR HOUSE TECHNOLOGY, in association with Arab Consulting Engineers, has been awarded a contract for the masterplan development, design and construction supervision of a £20m aircraft hanger and maintenance facility for EgyptAir in Cairo.

The company will have total responsibility for the technical study stage of the development which includes examining areas like overhaul and maintenance schedules and practices, chemical effluent disposal, noise-in/out-in docking options and manpower requirements.

When complete the hanger will provide EgyptAir with the facilities to carry out body overhaul and maintenance of its fleet of wide-bodied aircraft which includes Boeing 747s and 767s and Airbus A300s.

Design work will be complete by April and construction is scheduled to begin by late 1993.

£34m workload for Lovell companies

LOVELL GROUP has been awarded work valued at over £34m, the construction division contributing £20.7m and Partnerships £13.3m.

Walter Lilly has obtained £4.7m of orders in the London area comprising office projects for Paribas in central London worth £1m for the Wellcome Foundation at Beckenham for £1.7m, for SCOR (UK) Reinsurance at £1.7m and for bomb damage at the Baltic Exchange for £700,000.

Bullock Construction has won orders worth more than £9.2m including school contracts at Warrington and Chesterfield for £3.6m and local authority housing upgrading at Leicester, Winsted, Coventry,

Derby, Hutton and Birmingham totalling £5.8m.

Lovell Construction has been awarded work worth £5.8m, comprising local authority housing at Crawley for £3.4m, a bus garage at Sutton for £1.2m, upgrading student accommodation at the Sunningdale Civil Service College for £1.2m, underground work on the Central Line for £900,000 and bomb damage reinstatement in Leadenhall Street for £400,000.

Lovell Partnerships has recently secured £13.6m of new business in seven partnership housing developments around the country, representing in excess of 400 new homes.

In the west, a partnership

with Thamesdown Borough Council and Knightstone Housing Association will provide 109 homes in Swindon and a further scheme with Ogval Housing Co-operative will result in 115 homes.

In the north west, two projects have been received: the first, at Salford, in partnership with Trivell Valley Housing Association, will be a development of 33 homes; the second, at Hyde, Cheshire is for a mixed tenure scheme of 69 homes for sale and rent through a partnership with Tameside Borough Council and Portico Housing Association.

In Leeds the company has two projects, which will provide a total of 78 homes.

£26m orders awarded to Lilley Group

The LILLEY GROUP has won £26m of new orders during the months of August and September. Of specific interest is a housing contract in Dumfries, worth £4.8m. The contract, awarded to Robison & Davidson, consists of the construction of 155 houses for sale and rent and is utilising part of Robison & Davidson's landbank; work will commence immediately and is due to be completed within 21 months.

In addition, MDW has won a £2.4m contract to build workshop units and a resource centre in Motherwell for British Steel (Industry).

Eden Construction has been awarded a contract worth £1.5m for reconstruction and overlay works on the A84 York bypass and Henry Jones Construction has won a £2m maintenance contract for Chichester District Council.

The remaining contracts

were awarded throughout the group; the Scottish operations, Lilley Construction Scotland and MDW - £3.5m; the northern-based companies, Eden Construction and Robison & Davidson - £3.1m; the Midlands operations, Lilley Construction Midlands, Standen Construction and Piper Buildings - £3.5m; the south of England-based companies, Henry Jones Construction and Lilley Construction Southern - £1.2m.

Scotland's latest press baron

Scotland has a new newspaper tycoon. Ian Macpherson, who takes over the chairmanship of Caledonian Newspaper Publishing this week, will head a company which publishes The Herald, Scotland's leading quality daily, and the Glasgow Evening Times, the UK's fifth largest evening paper.

The 56-year-old Macpherson, an accountant by training, is keen to play down the idea that he will behave like a traditional newspaper proprietor. He describes himself as a professional chairman and points out that since he lives in St Andrews, 100 miles from Caledonian's Glasgow HQ, he will not be continually popping in to host lunches and interfere in editorial management.

Caledonian, a £74m management buy-out from Lomax in May, has been looking for a new chairman to take over



from the veteran journalist Kenneth Harris.

Liam Kane, Caledonian's chief executive, says that Caledonian's backers, which include several well known Scottish financial institutions, were looking for a "financial exit" over the next three to five years and wanted a chairman

with good City connections.

Being a Scotsman clearly helped, but Macpherson describes himself as more a "cousin" of Scotland's so-called "financial mafia" than a fully-fledged "brother". He has spent a large part of his career south of the border after qualifying with Peat Marwick and Dundee's Alliance Trust. He was a partner of W Greenwell, the London stockbroker, and opened Manufacturers Hanover Trust's Scottish operation.

In 1979, he joined the British Linen Bank and rose to be deputy chief executive. He is currently chairman and chief executive of Watson & Philip, Britain's third largest food distributor, and non-executive chairman of Low & Bonar, a packaging and paper group. He also sits on the board of the London Stock Exchange. Macpherson sees his role at

Caledonian as making sure that it meets its financial targets. However, the combination of the financial constraints of the MBO and the recession are bound to result in "stressful conditions" and Macpherson sees an important part of his task as being a "great encourager of people".

Meanwhile, at the other end of the country, the fifth generation of a provincial newspaper dynasty has started to appear. Kenneth Storey, 29, has been appointed a non-executive director of Portsmouth and Sunderland Newspapers which is headed by his father Sir Richard Storey. Kenneth, who is general manager of The Guardian International, is the fifth generation of the family to be involved in the business which was started by Samuel Storey in 1873. Like his father, who joined the board at the age of 25, Kenneth is a Wykehamist.



Richard Stillwell (above), golf fanatic and chief executive of Imperial Chemical Industries' paints operations in the Asia Pacific, is forsaking the delights of Singapore's lush golf courses for the watering holes of Brussels. He is moving to Belgium as managing director of ICI's polyurethanes business, part of ICI materials division.

The move follows Robb Margetta's elevation to the main board of ICI from his position as chief executive of the Florida group. Stillwell's predecessor at polyurethanes, Alan Pender, is promoted to Margetta's job. He is swapping Brussels for Hammersmith, a less than exotic part of west London.

David Carter (right), 40, general manager finance of ICI Specialties, has joined ICI's eight-year-old corporate acquisitions team headed by 49-year-old John Dewhurst.

Carter, who has worked on

the financial side of ICI since joining in 1979, is the fifth member of a small team which was set up by Sir Denis Henderson, ICI's current chairman. Whereas many big companies use outside merchant banks to vet potential acquisitions, ICI is of such a size that it can justify its own in-house team.

The team advises the ICI board on acquisitions, mergers and divestments, particularly on aspects such as scale, resources, merits and priorities. Since it was established, the unit has examined over 2,000 companies and been involved in 300 transactions.

Probably the best known of the executives who have passed through the ICI acquisitions team is David Nash, Grand Metropolitan's current finance director. After 12 years with ICI, Nash was appointed group finance director of Cadbury Schweppes in 1987 before joining GrandMet in December 1988.



The top guard at Low & Bonar is changing. Walter Telfer, 56, a former deputy group chief executive and currently head of International operations, is retiring at the end of December to pursue other personal and business interests. He joined Low & Bonar in 1975 and for the past two years has been chairman of its North American packaging and plastics operations. His departure will coincide with the retirement of Roland Jarvis, 59, chief executive for the past eight years. Jim Long, 46, chief executive of European operations, will take over from Jarvis as group chief executive on December 1.

Non-executive directors

Nat Solomon has been appointed a non-executive director of BUSINESS TECHNOLOGY GROUP and not of British Technology Group.

Raoul Lloyd as chairman of Cosalt Holiday Homes, having retired as a director of COSALT.

Richard Rhodes, until recently a director of Warburg Securities, at THE UNION DISCOUNT COMPANY OF LONDON.

Ron Yearley, deputy chairman of BIS Information Systems and a member of Orwat, at CRT GROUP.

Michael Cohen, recently retired from Phillips & Drew, at FORMINSTER.

Departures

William Pieterse, president of SEAGRAM's beverage group and Tropicana Products, is to resign from the company on January 31 next year.

Pieterse, who is based in Florida, has decided, because of family considerations, to pursue career opportunities in the north-east of the US. Before joining Seagram four years ago, he was president of Guinness (America). Myron Rooder, president of Seagram's international and global marketing, will be responsible for Tropicana's operations until a permanent successor is appointed.

Jim Griffith has resigned as group md of THOMAS FRENCH & SONS so that he may continue to assist his wife to recover from her near-fatal road accident earlier this year. Jeremy French, chairman, has assumed the role of group managing director.

Peter Delf has resigned from HARRISON INDUSTRIES.

Michael Kiehl has retired from SMITH & NEPHEW.

James Macpherson has retired from SIDLAW GROUP.

Jim Lockhart has retired from TRANSPORT DEVELOPMENT GROUP.

Patrick Dowling has retired from ALLIED IRISH BANKS.

The Hon Robert Underhill and IF Farley have resigned from STIRLING GROUP in order to pursue other interests.

S Rajwan has resigned from OWEN & ROBINSON.



You're very close, in fact. The link we speak of is the new Elf station, Clacketers Lane, England. Open for business in 1993, it will be a mere stone's throw from the Channel Tunnel.

It will also be one of the largest service stations in the whole of Europe (what else would you expect from France's largest company?), expected to supply petrol to around 4,000 vehicles every day.

However, Elf can hardly be called strangers to British shores. We already have a presence of 800 stations in the U.K.

If you add this to the 7,000 plus throughout the rest of Europe and West Africa, you begin to realise just how big we really are. Names can be misleading sometimes, can't they?

elf aquitaine

OUR DEDICATION GOES FURTHER

John Gapper looks at an innovative IBM retraining programme

Workers who want to make the grade

Adrianne Goodman, a worker at IBM's printed circuit board plant in Austin, Texas, was less than enthusiastic when it was first suggested she should take some maths lessons. "I had been here for 10 years and I did not see why I should go back to school," she says. Goodman was only convinced when the lessons allowed her to take on more responsibility.

"There used to be process technicians everywhere in here. They used to run the place," she says. These days, workers exert more control over how the plant runs. "I feel I am a part of it," she says. Like the other retrained workers, Goodman is now known as a technical associate.

IBM's effort at Austin is a rare beacon of hope for the corporation as it tries to raise profitability: the plant's success shows that investment in skills can improve profits. Yet it is still moving away from its tradition of employment security: it expects to cut its worldwide workforce by about 40,000 this year through voluntary reductions.

The company has a number of measures for the success of the training initiative. It says that productivity has doubled in the panel plant and at a nearby card assembly plant, where the components are assembled on boards.

It also estimates that stockpiles have been reduced by 40 per cent, production has increased and there has been a

5 per cent quality improvement.

The re-education effort at Austin was launched in 1985, when the plant's future was in doubt. The plant's quality was low, it was over-staffed - three workers carried out indirect tasks, such as engineering maintenance, for every one direct production worker - and it was estimated to be losing \$60m (£33.7m) a year. It needed fewer, but more skilled, workers.

Because production methods were then unsophisticated, IBM could instead have relocated to a lower-wage economy such as Mexico and employed the same number of workers more cheaply. But Abe Clay, plant manufacturing manager, says its tradition of retaining workers made that option unlikely.

IBM instead decided to use the plant as a test-site for a work re-organisation plan known as Manufacturing Technical Associates (MTA).

The principle was to combine a cut in the indirect workforce

with re-training for the others so they could take on broader tasks. The hope was that the newly-educated workers could both improve quality levels and cut the cycle times.

The company devised a new job structure, based on seven grades, cutting out more than 200 former job classifications. Those on the lowest grade spend more than 90 per cent of their time on production work, and the remainder on technical tasks such as materials analysis. As the worker acquires more skills, and higher pay, the proportions gradually alter.

Even those in the first grade required mastery of basic statistical process control and systems administration, along with production and technical skills. This required up to 40 hours of skill-based classroom training, as well as basic maths and reading for those who needed to supplement inadequate or ill-remembered high school classes.

Clay says any deficiency in

basic education was less striking than the untapped potential of the 800-strong direct workforce. "There were a lot of people who you would have said were incapable of doing this or that until you tested it. It made me think that we have not really tapped the resident skills of a lot of the workforce," he says.

However, the change in work style is not entirely painless. Jerry Schiappa, a Grade 5 worker, says the new structure has clarified what was previously a murky grading system and made explicit what the company expects of workers.

"It tells me my limitations. It is the first time I have known what I need to do to get to the next level," he says.

Although the grade structure provides a single ladder to move to what would formerly have been supervisory work, the degree of specialisation increases at the fourth level.

Workers then specialise either in technical manufacturing or quality control, acquiring a series of skill modules.

This has allowed IBM to cut materials handlers and engineers.

Clay says quality control standards have improved markedly. "We are identifying \$250,000 of products each year that we would have shipped out before, but we are just not accepting any more," says Clay. Like Motorola, which has also been praised for training and education efforts linked to quality improvement, the IBM plant is trying to reduce flaws to below one in a million within two years.

The quality improvement drive has provided the clearest incentive for IBM to invest in re-education and training, and to that extent, the demand for higher skills is unlikely to abate. IBM has now put about two-thirds of its 30,000 direct workers through the MTA programme, or similar initiatives in other plants.

Clay says quality is the clearest benchmark for assessing whether the investment in education was worthwhile - a difficult calculation to make.



"There has been a dramatic shift in the quality curve. Some of that is design and engineering, but a big piece of quality comes from what a person does every day," he says. The company has tried to stimulate interest in quality

improvement through a separate initiative under which any worker can form a team of around 10 people to solve a particular problem. Each gets a bonus for identifying a problem and working on it: the three teams which are judged

to have solved most each year receive \$15,000.

Yet despite the plaudits won by the effort at Austin, the future of such initiatives is made less certain by IBM's corporate restructuring efforts. Given the strong pressures to reduce costs - IBM is planning to reduce costs and expenses by \$4bn a year, beginning in 1993 - and its efforts to cut staff, training investments will inevitably come under scrutiny.

Paul Osterman, professor of human resources and management at the Massachusetts Institute of Technology, says companies such as IBM which have pursued "full employment" policies have had a strong motive to invest in skills. Because they have not been able to hire and fire at will, they have been forced to think carefully about how to use employees.

Osterman says the future of investments like the MTA programme is vital if US industry is to move towards an industrial model based on workers allowing job flexibility in return for job security and investments in training.

The alternative is that more manufacturing plants may end up moving from Texas towards the pool of cheaper labour south of the Mexican border.

The author is a *Harkness Fellow of the Commonwealth Fund, New York*. This is the last in a series of articles on US education and training. Previous articles appeared on August 17 and 24 and September 29.

Some tender memories of the Bundesbank

David Waller continues the series on power lunching



Helmut Schlimmeibusch, chief executive of the Metallgesellschaft mining, metals and engineering group, is exceptional among senior Frankfurt businessmen in that he enjoys going out for a business lunch.

His chauffeur drives him to his favourite Italian restaurant 10 minutes from the centre of the town and, while his bodyguards wait outside, Schlimmeibusch commands a corner of the room, orders the food and launches into a lively discussion of his plans for the company, and much else besides.

Schlimmeibusch's willingness to go out to lunch perhaps dates back to early in his career when - already marked out for great things - he spent some time working in New York with a Wall Street investment bank and became used to more relaxed eating habits than are the norm in Germany.

Top businessmen's diaries are booked up years in advance and they simply do not have the time, or the inclination, to go out. As Helmut Hartmann, chief press spokesman for the Deutsche Bank, Germany's biggest bank, explains, the bank's main board directors tend to have a bowl of soup and sandwiches at their desks as they get on with their work.

Of course, main board directors - the Gods of the German financial world - have the facilities to entertain honoured guests. Sal Oppenheim, the private bank, is reputed to have the most exquisite cuisine of all the banks in Frankfurt: unfortunately this correspondent cannot pass judgment on the quality of the food there, having not (yet) received an invitation. He can, however, vouch for the tenderness of the wild boar occasionally served at the Bundesbank.

One step down from board level, bankers must eat canteen food, palatable and cheap, but canteen food all the same. The most senior have their own dining rooms but, again, get canteen food.

Despite all this, there is a lively restaurant scene in Frankfurt. Eating out is mainly the preserve of the large community of intermediaries - brokers, lawyers, advertising executives and public relations people - and it is done predominantly when foreigners come to town.

It is a strange fact that, but for one or two notable French and German restaurants, the bulk of restaurants in this city are Italian. The proprietor of the local pizzeria suggests that there are 560 outlets for Italian food in the city of Frankfurt alone, and many more in dormitory towns such as Kronberg, Königstein and Bad Homburg.

Of these, a dozen or more are excellent restaurants where one can eat exquisite

Menu	
Sea bream with basil and vinegar sauce	
Noodles with truffles	
Zackensbarsch (perch) cooked in a salt crust	
Mille foglie alla vaniglia	

food at what - by the standards of other world financial centres - is a reasonable price. Many of these are clustered in the Westend, the elegant residential and office district five minutes away from the financial centre. The restaurants are informal, one can take off one's jacket and sit outside when the sun is shining.

Michele Castagno has run *Prima*, one of the most popular Italian restaurants of this class, for the last 12 years.

He says that up to half his customers at any given lunchtime are non-Germans. Most do not appear to have met their lunch partners before, and Castagno notices a perceptible relaxing of tension as the meal proceeds, the wine begins to take effect, and client and customer began to feel at ease with one another.

At lunchtime, 60-80 per cent of Castagno's customers eat fish. There is a choice of 60 wines, although most of the customers drink no more than one or two glasses, with many drinking nothing but water.

A typical light meal would consist of mushrooms or carpaccio (raw meat) followed by veal, fish or a mixed pasta dish, rounded off with fruit salad and a cup of coffee.

The menu (above) is on a grander scale, but it would not finish off either wallet or stomach: four fine courses would cost no more than DM100 (£40) per person (without wine) and you ought to be able to stroll round the corner afterwards to have a meeting at 3pm without needing a siesta.

However excellent and varied, Italian food can begin to pall if one is obliged to eat out two or three times a week. There are one or two good French restaurants (Erno's Bistro, for example, near the Palmengarten) and Humperdinck earns its Michelin Star for its fine "international" and French food.

Serious business is not discussed over lunch, at least not in public. It is however an important topic when top businessmen get together for drinks parties in the evening. It is probably harder to get an invitation to one of these parties, than to be invited to lunch at Sal Oppenheim.

EUROPEAN PARTNERS WORK TOGETHER ON THE AIRBUS PROGRAMME.

Long before the concept of 1992 looked like becoming a reality, Airbus Industrie practised European unity and cooperation.

The 4 Airbus Industrie partners are based in France, Germany, the UK and Spain, with associates in Holland and Belgium.

Not to mention the many hundreds of European companies

in 16 countries, who are also contributing to the programme.

So the combined effort of over 80,000 Europeans has helped to make Airbus Industrie the second most successful commercial aircraft manufacturer in just 20 years.

That's why, in civil aviation, we're Number 2 and leading.



AIRBUS INDUSTRIE

Architecture/Colin Amery

Arcadian dreams

The idea of arcadia has interested me for a long time. "Arcadia" means a place of rustic happiness that relies upon nature for its inspiration, but is itself man-made. In his *Georgics*, Virgil understood the need for man to be inspired by the seasons, by the moods of nature and by bucolic pleasures that are not easily at hand in cities. Ancient Romans who went to their villas wanted to be close to nature, both to observe it and to control it. Life in the villa was often highly sophisticated, and part of this sophistication was the affection of simple rustic values and the acceptance of the country as a place of innocence and the home of "truth".

In England, the development of arcadian ideas is inextricably tied up with the growth of the culture of the country house and so it is entirely appropriate that The National Trust should arrange a travelling exhibition entitled *An English Arcadia*. This display of drawings and water colours concerned with the designs of gardens, landscapes and garden buildings comes mainly from the Trust's collections, selected by Gertrude Jackson-Stops.

The purpose behind the exhibition is to raise funds for the Stowe Landscape Appeal to restore the landscape and garden buildings of this major example of English landscape history, which the Trust acquired in 1989. The exhibition has already toured the US and is currently in London at Hazlitt Gooden and Fox, Bury

Street, St. James's, SW1. It will go on tour in England later in the year.

Landscape and garden history are fast replacing architecture and interior design as cult subjects of study, probably. I am sure this is linked to both the new green consciousness and the economic recession. Almost everyone can plant a seed, and the national pastime of gardening is now looking for some academic roots. Planting trees is less expensive, and often more satisfying, than erecting buildings. It only the one third of the architectural profession that is currently out of work would take up landscape the world would rapidly become a richer and greener place.

The drawings and water colours in *The English Arcadia* exhibition are paper evidence of a passion for natural order and perfection. The arcadian sentiment is used to make an evocative title, but the idea of arcadia is, alas, not really explored at all. However, it is perfectly possible for the visitor to explore the idea with his own eyes and mind. Indeed, this is the perfect exhibition for imaginary journeys. There are 125 exhibits, beginning with 17th century drawings and going on to the 1980's with an example of the work of Quinlan Terry.

The Westbury Court garden on the banks of the Severn in Gloucestershire is shown in the form of an engraving by Johannes Kip which was published in 1712. Here you have the contemporary printed evidence for a garden that has now been restored by the



The Temple of Concord and Victory, Stowe by John Claude Nattes

National Trust as the perfect example of a Dutch-inspired water garden. Westbury was in the hands of a property speculator in the 1680's and was very nearly lost for ever. Today it represents a triumph of restoration that has been much helped by the existence of the contemporary views and the account books that show the botanical nature of the planting. It is still improving, and its history demonstrates the vulnerability of gardens: they can so easily completely disappear.

The small but perfect vision of a garden is intriguingly typified by the drawings by Sir James Thornhill (1676-1734), of sketches for a *rompe l'oeil* garden. He proposed a series of

painted views to go on the walls of a house in London's Bloomsbury Square. This is the imaginative vision of a personal arcadia that would remain imaginary because it would add an illusion of space to a small town garden. Modern designers please copy. The drawings were found at the National Trust's property at Erding in North Wales.

Plans of great 18th century parks and landscapes are an important element of this exhibition and they certainly deserve a lot of study. Initially they just look like trees and grass in plan, but in the catalogues there is often an accompanying legend that helps you to visualise the full extent of the changes planned to the English landscape.

Stowe is well represented here by the work of the French artist Jacques Rigaud, who was invited to England by the landscaper responsible for Stowe, Charles Bridgeman. John Claude Nattes is another artist who left behind hundreds of views of Stowe that will be of enormous value in the restoration of the landscape and temples. His views have great charm even if they lack great artistic merit.

There is often more charm than art in many representations of landscape and garden buildings. It is important to remember that, although the inspiration for much of the English arcadian vision came from artists like Claude, Poussin and Watteau, it was often created by gentlemen amateurs

and their gardeners.

There is so much of delight and interest in this exhibition. Humphry Repton, Edwin Lutyens, William Burgess - they are all represented. If the particular strengths of the collected drawings lies in the 18th century, that is because the arcadian spirit was then at its height and had not been swamped by Romanticism or plantmanship.

The National Trust has a responsibility for a quite remarkable slice of artistic and creative history - this exhibition shows how much of the richness of the vision survives on paper. Much still exists to delight us on the ground, but we must never forget how vulnerable this created landscape actually is.

Sponsorship/Antony Thorncroft

Crossing frontiers

The arts are certainly not afraid of Maastricht and an integrated Europe. The first major pan-European arts sponsorship honey-pot has just been announced, with the money coming from Canadian owned Northern Telecom. For the first year there will be three tranches of £50,000 available for arts events in the UK, France and Germany which involve co-operation across frontiers.

For example, if a British dance group commissions a work by a German choreographer with a French composer providing the score, it could apply for a grant towards the project, ranging from £5,000 up to £50,000, with some conditions. Each year Northern Telecom will add a new European country to its patronage so that in three years time it should be distributing £250,000. It also hopes that its sister companies on the continent will join the scheme, boosting the jackpot.

The sponsorship was devised by Cerec, the European Committee for Business, Arts and Culture. The applications will be shared by local committees of worthies and then there will be an annual award ceremony. The chosen arts events will promote innovation as well as international collaboration and further information can be obtained from Spero Communications on 071 538 9948.

It is definitely getting hard out there. Companies are cutting back all their peripheral expenses. And it is companies that were previously big supporters of the arts - the banks, the oil multinationals - that are among the main sufferers in the recession.

The consensus is to freeze sponsorship budgets where possible. But if the government cuts the arts budget for 1993-94 business will feel it is left off the hook. This is an argument being put to the Treasury to maintain current spending subsidy levels.

Few companies have so far risked the opprobrium of withdrawing from existing sponsorships, but they are loathe to enter new commitments and are cutting back in such areas as corporate membership, which can cost over £25,000 a year to guarantee seats at prestigious venues like Covent Garden. The pressure is on to justify arts expenditure and to avoid links which look like perks for the directors.

Sadler's Wells has adopted a flexible response to the crisis. It has come up with a scheme to suit the times. For £1,000 you can become a member of the Business Circle. As well as perks like free tickets and programmes the participants are invited to bi-monthly Business to Business meetings at the theatre. The programme is aimed to appeal to local accountants, estate agents, etc. who relish the chance to make business contacts in an arty environment.

One major sponsor which has rationalised its programme is BP. Out goes its support of the Arts Journalism of the Year Awards, which for six years were held in co-operation with the Arts Council. The Council is now looking for a new backer prepared to put up around £50,000 to promote the highest possible standards in arts media coverage.

After a shaky start sponsors

have come to the aid of the Council's "Odd Couple" conference at Brighton on October 27-29. The conference aims to bring together workers in the arts and broadcasting to discuss areas of conflict and co-operation, but the cost of over £300 a delegate deterred many potential participants.

Philip Hedley of the Theatre Royal Stratford East expressed his horror at the expense by offering to put up the money for a young artist to attend. Harvey Goldsmith added his bursary. Now Carlton Communications is funding 70 full and half fee bursaries for impecunious enthusiasts and Granada, Central and Sony are also helping.

The ENO is allowing itself a pat on the back for finding sponsors for all seven of its new opera productions in the 1992-93 season while its rival at Covent Garden has no commercial sponsors lined up. Not that all is hunky dory at the Coliseum. It might have found sponsors for 14 of the operas on the programme but the revenue from this source is five per cent down on a year ago. Sponsors are cutting back on the size of their pledges.

ENO set itself an ambitious sponsorship target of £1.865m for 1992-93, an 18 per cent increase on the previous year. To date it has raised £1.4m and is now finding the going tough. Two corporate prospects with drew their interest in Ken Russell's forthcoming production of *Princess Ida*, although an American couple, Christine and Irvine Laidlaw, are making good much of the gap.

Four operas this season are down to private sponsors and a fifth is backed by thousands of individuals. To pay for a new production of Janáček's *The Cunning Little Vagabond* ENO has raised £50,000 in the past month from the ENO's audience, who are encouraged after every performance to contribute to its cost. A further encouragement is that BB Supply, UK distributors of Gambrius Pilsen Czech Beer, is testing arts sponsorship by supplying several thousand bottles of beer to the Sponsor an Opera campaign. By the end of October the ENO hopes that £100,000 will have been accumulated this way.

Sculpture is an art form that has failed to attract the sponsors its history and importance merits. Now the Royal Society of British Sculptors is sharpening up its act and has attracted a major backer. Nat West Life, the newly formed life assurance subsidiary of the Bank, is supporting the Natwest Life Commission, which is aimed at young sculptors at art schools. The winning entry will stand outside the company's new Bristol headquarters. There will be £5,000 cash prize for the successful sculptor, £2,000 for their college, and advice from a professional sculptor in the erection of the work.

Alternative comedy is currently the popular sponsorship fix.

Rowntree's is the latest company to join in, with its Polo Mint comedy award. Twenty-one nominees are appearing at London venues over the next two months. One will then be chosen as the winner and will carry off no money, just prestige. Polo has to pay their modest appearance fees, which includes spots on Kiss FM.

Opera/Max Loppert

Don Giovanni

The latest English National Opera *Don Giovanni* delivers a great deal more than old paper it promised. The cast, with newcomers to the Jonathan Miller production ranked alongside old hands, has not been schooled to impeccable vocal stylings - only one singer, Glenn Winalens (an admirable and under-used tenor) as Ottavio, attains anything like the velvet-glove Mozart standard. The conductor, Andrew Greenwood, is lively, at times a bit brusque over rhythmic definition. The staging, now in the care of Francesca Joseph, goes well, in a rather obvious way: Miller's invention of a dark theatrical world, Goya-inspired and lit by flares of intellectual penetration, has been considerably diluted.

But it is a performance of the opera freshly alert to the knots of relationship tied and untied during the opera's course. The leading septet is full of "real people" - characters whose skins were (one feels) already fully inhabited before the curtain went up. Peter Coleman-Wright (the dashing sardonic Giovanni) and Arwel Hys Morgan (the wily Leporello), veterans of the previous revival, play to and with each other in excellent knowing fashion. Lesley Garrett's Zerlina, spunky, glib and tender, is more adorable than ever, opposite the strong new Masetto of Christopher Purves.

Most interestingly of all, the two female aristocrats are embodied and



Peter Coleman-Wright and Arwel Hys Morgan

sung with unusual boldness and determination. Helen Field (Anna) and Linda McLeod (Elvira) both have appealing but at times awkwardly Mozart soprano voices that both contrast their difficulties rather than skating round them leads an edge of excitement to everything they sing. In

the Coliseum, an unsuitably large theatre for Mozart, it is a rare and pleasurable event when *Don Giovanni* comes alive as vigorously it did on Thursday.

In repertory at the Coliseum until November 5

Theatre/Andrew St George

The Tempest

The curtain falls after about thirty seconds of *The Tempest* at the Bristol Old Vic. Prospero has ambled on in civvies, slipped into the magic gear, and wants to prove he can create a sea-storm from degree zero. Why not just start?

Andrew Hay's production, like many *Tempests*, shackles itself to the idea that because the play deals with the nature of theatrical fiction ("Our revels now are ended..."), it is necessarily dramatic. In fact, the play works best as a small chamber piece, a meditation on redemptive art, and forgiveness. Derek Jarman's unmatched 1980 film, all whispered hints and guesses at the play, set the action in the half-light of Prospero's imaginings.

Here at Bristol, Mick Bearwish's monochrome design is an open tilted pentagon, fit for a masquerade, with matching floor-plan. It works best from the upper galleries, not ground level. Through the pentagon, a raised, curtained arena serves as home to the apparitions and sprites.

But the action fails to create energy within this promising empty space. It needs to be sharper, more focused, and better deployed. The opening storm scene, instead of being a riot of confusion, is a tame collection of courtiers edging along a gangplank, taking turns to speak. This is far from Ariel's description, "A flaming amazement." The closing reconciliation scenes have the air of an awkward photo-call with no one in charge.

There are thematic problems in the relation between Prospero (Ewan Hooper) and Miranda (Sally Mats); he is perpetually choleric, and the testily assertive straight from Personal Growth therapy. Her character's strength has subtler springs: the daughter who speaks up to Prospero is not the same girl who is scared of Caliban, who gives herself to Ferdinand, and who is wide-eyed at the New World. When Hooper is telling her his life story, he bows and defers to her; this looks wrong on stage. Coleridge knew that Ariel and Miranda, too much alike, should be kept apart; this Miranda rivals Caliban for *chutzpah*.

Elsewhere a lacklustre court has Richard Mayer's fine, solemn Gonzalo and Freddie Lees' super, Yorkshire *Trinculo* as exceptional extremes, with Sebastian (Simon Walker) as a far more radical. However, the production finds a great resource, which should be more prominently used, in Ariel (Paul Brennan), Juno (Maria Sherry) and Iris (Tim Kirkus). Sherry and Kirkus dance an erotic body-sculpture for the wedding masque, suspended over the stage; and all bring a physicality to the Old Vic Company.

Good ambient music from John O'Hara keeps the magic afloat, and under-used animation projected onto gauze screens gives the production welcome diversity. But at present this is not the play which Shakespeare's editor, Warburton, described as "the noblest effort of that sublime and amazing imagination."

place next Mon. (382 6000) State Theater has City Opera productions of Carmen on Wed and Sat, Die Zauberflöte on Thurs and Sun afternoon and Blüchstein's 1949 Broadway opera *Regina on Fri* (870 5570). Opera Regine on Fri (870 5570). The Glass/Wilson music theatre place Einstein on the Beach can be seen at Brooklyn Academy of Music from Nov 19 to 23 (718-636 4100).

Elisa King and Dancers return to St Clement's Church with two programmes from Wed to Sat this week and next (423 West 46th St, 924 0077).

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERTS Concertgebouw 20.15 Vienna Schubert Trio plays trios by Reger and Schubert. Tomorrow: The Dubliners. Wed: Czech Philharmonic Orchestra. Thurs (also Oct 14 and 15): Riccardo Chailly conducts Royal Concertgebouw Orchestra. Sat: Hartmut Haenchen conducts Netherlands Philharmonic. Sun afternoon: Howard Shelley conducts Netherlands Chamber Orchestra in works by Elgar, Britten and Malcolm Arnold. Next Mon: Charles Mackerras conducts Orchestra of the Age of Enlightenment. Oct 18: Alfred Brendel. Oct 21: Julian Bream. Oct 23: Mariss Jansons conducts St Petersburg Philharmonic. Oct 29: Jessye Norman (6718 345)

OPERA/BALLET Muziektheater 20.00 Louis Langrée conducts Offenbach's *Les brigands*, with Michel

Sénéchal, Michele Langrange and Jules Bastin (also Oct 7, 9, 12, 15, 17, 20, 22, 25, 28). Sat: Dutch National Ballet gives first of 15 performances of Peter Wright's production of *Sleeping Beauty* (8255 455)

BERLIN

OPERA/BALLET Deutsche Oper Rafael Frühbeck de Burgos conducts tonight's performance of Hugo de Ana's new production of *Don Carlo*, with Giacomo Aragall in the title role (also Wed). Tomorrow: Christopher Bruce's ballet *Cruel Garden*. Thurs: Don Giovanni with Ferruccio Furlanetto in the title role. Sat: Aida with Julia Varady (3410 249)

Staatsoper unter den Linden Fabio Luisi conducts the Berlin Staatskapelle in orchestral concerts on Wed and Thurs featuring Bruckner's Second Symphony. Sat: Nureyev production of *Sleeping Beauty*. Sun: Die Fledermaus. Oct 15: 17, 21, 23: Rene Jacobs conducts Graun's *Cleopatra* e Cesare. Oct 25: Daniel Barenboim conducts first night of Harry Kupfer's new production of Parsifal (2004 762)

CONCERTS Schauspielhaus Hartmut Haenchen conducts tonight's concert by the CPE Bach Chamber Orchestra, including Beethoven's Second Piano Concerto (Peter Rösel). Thurs: Scottish Chamber Orchestra plays works by Mendelssohn, Maxwell Davies and Giuliani. Thurs: Moscow Tchaikovsky Conservatory Orchestra. Sat and Sun: Pinchas Steinberg conducts

Holst's *The Planets*. Oct 17, 18, 19: Hermann Prey sings German Lieder (2090 2156) Philharmonie On Fri, the Cellists of the Berlin Philharmonic give a concert celebrating their 20th anniversary. Oct 14, 16, 18: Claudio Abbado conducts semi-staged performances of *Il viaggio a Reims* (2548 8232)

THEATRE

A new production of King Lear directed by Frank Castorf opens at the Volksbühne on Thurs (2828 978). Peter Ustinov will give a one-man show at the Schiller Theater on Oct 13 (3128 505). Schlosspark Theater's repertory includes a new production of Durrenmatt's *The Visit* directed by Alfred Kirchner (7831 515)

MILAN

Teatro alla Scala 20.00 Alfred Brendel plays Beethoven piano sonatas. Sun: Stanislav Bunin piano recital. Oct 12-22: Cristoforo Colombo, ballet choreographed by Donizetti. Oct 19: Yuri Temirkanov conducts St Petersburg Philharmonic. Oct 25: Cecilia Bartoli song recital. Oct 27-31: Nureyev production of *Nutcracker* (7200 3744)

NEW YORK

OPERA Metropolitan Opera Madama Butterfly tonight and Fri. Falstaff tomorrow and Sat afternoon, Un ballo in maschera on Wed and Sat evening, and Les Contes d'Hoffmann with Domingo on Thurs. The world premiere of Philip Glass's *The Voyage* takes

place next Mon. (382 6000) State Theater has City Opera productions of Carmen on Wed and Sat, Die Zauberflöte on Thurs and Sun afternoon and Blüchstein's 1949 Broadway opera *Regina on Fri* (870 5570). Opera Regine on Fri (870 5570). The Glass/Wilson music theatre place Einstein on the Beach can be seen at Brooklyn Academy of Music from Nov 19 to 23 (718-636 4100).

CONCERTS

Avery Fisher Hall Kurt Masur conducts the New York Philharmonic tonight at 18.45 in Kodaly's *Haly Janos suite* and the Gorchakov orchestration of Musorgsky's *Pictures from an Exhibition*. Thurs, Fri morning, Sat and next Tues: Erich Leinsdorf conducts an all-Stravinsky programme. Sun afternoon: James Galway recital. Oct 15, 16, 17, 20: Garrick Ohlsson plays Grieg's Piano Concerto. Oct 22, 23, 24, 27: Masur conducts Beethoven. Oct 28: Roger Norrington conducts Orchestra of St Luke's (875 5030) Carnegie Hall Giuseppe Sinopoli conducts the Philharmonia Orchestra on Sat evening and Sun afternoon. The first programme is all-Tchaikovsky, with Itzhak Perlman soloist in the Violin Concerto, and the second is devoted to Mozart and Mahler. Sun evening: Anne Sophie Mutter recital. Next Mon: Rafael Frühbeck de Burgos conducts National Orchestra of Spain. Oct 17, 18: Charles Dutoit conducts the Montreal Symphony Orchestra. Oct 18, 21: Muti conducts the Orchestra of La Scala (247 7800)

DANCE

Elisa King and Dancers return to St Clement's Church with two programmes from Wed to Sat this week and next (423 West 46th St, 924 0077).

VIENNA

OPERA Staatsoper Marcelllo Viotti conducts tonight's performance of L'elisir d'amore, with Roberto Alagna and Rolando Panerai. Tomorrow and Sun: Maria Stuarda with Baltsa and Zampieri. Wed: La fille mal gardée. Thurs: La bohème. Fri: Der Rosenkavalier with Gwyneth Jones. Sat: Tosca. Oct 14: Christoph von Dohnanyi conducts first night of Adolf Rheinold's new production of *Das Rheingold*. Oct 20 and 24: Jose Carreras sings *Alfredo in La traviata* (51444 2860)

CONCERTS Musikverein Tonight's concert by the flautists of the Vienna Philharmonic features works by Bach, Mendelssohn, Debussy and others. Tomorrow: Claudio Scimone conducts I Solisti Veneti. Thurs, Fri, Sat and Sun evening: Jukka Pekka Saraste conducts Vienna Symphony Orchestra, with Radu Lupu soloist in Beethoven's First Piano Concerto. Sun morning: Nikolaus Harnoncourt conducts Mozart. Next Tues: Alfred Brendel piano recital. Oct 17 and 18: Andre Previn conducts Vienna Philharmonic. Oct 28: Frans Brüggen conducts Orchestra of the 18th Century (505 8190) Konzerthaus Sätze et Les Six

a series of concerts on this theme begins tonight and tomorrow with the Orchestre National de Lille (505 6366). Fri: Mikhail Pletnev conducts the Russian National Orchestra in works by Scriabin and Tchaikovsky, with piano soloist Ivo Pogorelich. Sun afternoon: Hakan Hardenberger trumpet recital. Sun evening: Peter Eötvös conducts a Charles Ives programme. Oct 14 and 15: Eliahu Inbal conducts Shostakovich. Oct 19: Ann Murray song recital. Oct 25: concert performance of Giordano's *Fedora* with Renata Scotti (712 1211)

ZURICH

OPERA Opernhaus Montserrat Caballé has cancelled her performances in Semiramide (tomorrow, Thurs and Sat) and the title role will now be sung by Maria Dragoni. Wed: Der Rosenkavalier. Fri: Il Pirata with Mara Zampieri. Sun: Die Zauberflöte. Georges Prêtre conducts an orchestral concert on Sun morning and next Mon evening (262 0909)

CONCERTS On Wed at the Tonhalle, Janos Furst conducts the Tonhalle Orchestra in works by Dvorak and Tchaikovsky. Sun: Alfred Brendel plays Beethoven. (261 1600)

THEATRE The Schauspielhaus repertory includes Peter Wood's production of A Midsummer Night's Dream, and Thomas Bernhard's play Before Retirement (265 5858)

European Cable and Satellite Business TV

(all times CET)

MONDAY TO FRIDAY

CNN 0900-2300, 1900-2300 World Business Today - a joint FT/CNN production with Grant Perry and Colin Chapman

Super Channel 0830-0900 (Mon) FT East Europe Weekly - weekly in-depth analysis from FTTV

2100-2200 (Tues) Media Europe - what's new in European media business

2130-2200 (Wed) FT Business Weekly - global business report with James Bellini

0830-0900 (Thurs) Media Europe

2130-2200 (Thurs) FT Eastern Europe Report

0830-0900 (Fri) FT Business Weekly

Sky News 0130-1400 (Mon), 2130-2200 (Thurs), 0830-0900 (Fri) FT Business Weekly

SATURDAY

CNN 0900-0930 World Business This Week - a joint FT/CNN production

1800-1930 World Business This Week

Super Channel 1830-2000 FT Eastern Europe Report

SUNDAY

CNN 1030-1100, 1800-1930 World Business This Week

Super Channel 1800-1930 FT Business Weekly

Sky News 1330-1400, 2030-2100 FT Business Weekly

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday October 5 1992

Appreciating the yen

THE TIDES from Europe's recent currency turmoil are washing up against Japanese shores. But the Bank of Japan would be well advised to keep its sights firmly on Japan's own economic problems. With the economy still weakening, a further cut in the discount rate is already overdue on domestic grounds. But any call for the Bank of Japan to act, rather than merely smooth, the appreciation of the yen should be resisted.

The rise in the value of the yen against both the dollar and the D-Mark over the past few weeks is understandably unwelcome for Japanese companies. Yet the rise is not merely a short-term spin-off from Europe's difficulties, but a necessary part of the adjustment process after the excesses of the last few years.

Over-investment in domestic capacity has left Japan with a distorted domestic economy and a high and rising current account surplus. Only through a higher yen can Japan produce the capital outflow needed to balance this current account surplus and encourage Japan's consumers to buy more imports.

There is little that policy can, or should, do to ease the corporate sector's pain. What it can do is encourage other sources of activity, other than investment or exports, to promote growth and soak up labour. That is why the recent ¥10,000bn fiscal package of infrastructure spending was so timely. That is also why the supplementary budget needed to allow this spending should be enacted as fast as possible.

Still, the current problems of the corporate sector are not the only, or the most serious, threat to Japanese economic prospects.

Brooke's Opera

"A VISIT backstage in the Royal Opera House is like stepping back into the 19th century. The glamour of the Victorian style enjoyed by the audiences is transformed into congestion, dust and overloaded facilities behind the scenes." So wrote the Priestley report in its financial scrutiny of the ROH, published in 1984. Priestley recommended better financial management, better planning and the furtherance of a long-term development plan.

Almost a decade later, not much has changed. The Opera House is still in deficit - to the tune of about £3m; the redevelopment plan remains a will-o'-the-wisp; and it is unclear to anyone what will happen next, not least whether the government will come to the rescue.

Last week the ROH released summaries of two reports on its future. One was by the accountants Price Waterhouse and recommended - yet again - better management. The other was commissioned by the Arts Council and undertaken by Baroness Warnock. The most striking fact in what is known of her report is that she recommended that the development plan in its most ambitious form should be abandoned.

The Opera House has reacted in characteristic fashion by accepting the need for greater efficiency, yet sticking to the development

plan which, it hopes, will be met by a mixture of private and public money. The sum mentioned is sometimes as high as £250m.

This is a profoundly unsatisfactory situation, likely to lead to nothing but the prolongation of uncertainty. The time has come, therefore, for someone to take the lead at the highest level. That can only mean the central government. There is now a new national heritage secretary in Mr Peter Brooke. He has the opportunity to devote his first few weeks in office to sorting out the mess.

Mr Brooke should say that the government will repair the deficit, but that the grandiose development plan should be ditched. He should insist that good intentions about better management and budgeting are put into practice, offering to put up some of the money - perhaps £15m - for the internal modernisation of the house as recommended by Lady Warnock and tell the ROH to go ahead as soon as practicable.

It is sometimes said that even internal redevelopment will take more than a year. Scarcely should remember one of the lessons of the Falklands war. In emergency, it turned out to take about a tenth of the time to refurbish a ship that it did in normal circumstances. That is the sort of approach required for the crisis at Covent Garden.

and it must "draw appropriate conclusions".

The US position may be inconsistent (it too has failed to comply with Gatt panel rulings) but its conclusions are clear - unless there is a Uruguay Round agreement giving the Gatt stronger powers to settle disputes, the US will in future use its strength unilaterally.

The US already shows an alarming preference for Section 301 of its Trade Act, which enables it to impose its own sanctions on countries which it believes are trading unfairly. Most of its trading partners realise that strong multilateral rules are the only protection against the US using its trading might to act as judge and jury in trade conflicts.

While the moral tenor of US comments is tiresome, the general point - that a Uruguay Round settlement is urgently needed to deal with growing strains to the international trading system - must be well taken. The rising tide of disputes such as that over oilseeds can only be properly settled within the context of a wider settlement.

Europe's farm trade regime should never be allowed to ruin the wider potential benefits - in services trade, protection of intellectual property rights, and in improved market access - offered by the Uruguay Round. At the forefront of negotiators' minds this weekend should be that none of the problems the Uruguay Round is intended to tackle will go away if negotiations fail.

Mr Felipe González, Spain's ever youthful prime minister, has the intense, concentrated air these days of a man who has just stepped back from a precipice after peering over the edge and contemplating the destruction of everything he holds dear.

As he prepares to mark the 10th anniversary of his Socialist government later this month, the prime minister is fighting a desperate battle to re-establish economic confidence in the face of the crisis in the European Community. At home, he has to contend with a currency still under pressure and with financial markets in a state of shock following the 5 per cent devaluation of the peseta within the European Monetary System three weeks ago and the Spanish central bank's reintroduction of capital controls. And in Europe, he is struggling to preserve Spain's position at the heart of the Community, the foundation stone of the country's efforts to modernise its economy and consolidate democracy since it joined the EC in 1986.

Mr González knows in his heart that the two battles are inextricably linked. For unless he and his trusted finance minister, Mr Carlos Solchaga, can restore the battered credibility of their domestic economic policies, the peseta will remain vulnerable. And so long as the peseta is under pressure, doubts will grow about Spanish policy.

Will Spain be able to meet the exacting standards required for full participation in the move towards European economic and monetary union? Will it be consigned to the slow lane of a two-speed Europe? Or will it, along with Italy and Britain, simply be blown out of the European mainstream by the markets, with all the debilitating uncertainties which that implies?

Spain, of course, is not Italy. Its economy is much smaller, and its budget deficit and debts are nowhere near as large. Spain also has the advantage that Italy does not of a stable, single-party government under a charismatic leader who, while his party continues to slide in the polls, still commands strong personal support.

There is just one problem. A general election is due by October 1993, and the campaign has already begun. Mr González must fight re-election at a time of slower economic growth than at any time since the mid-1980s, with the highest unemployment rate (17-plus per cent) of any EMS member, and with painful constraints on the public purse.

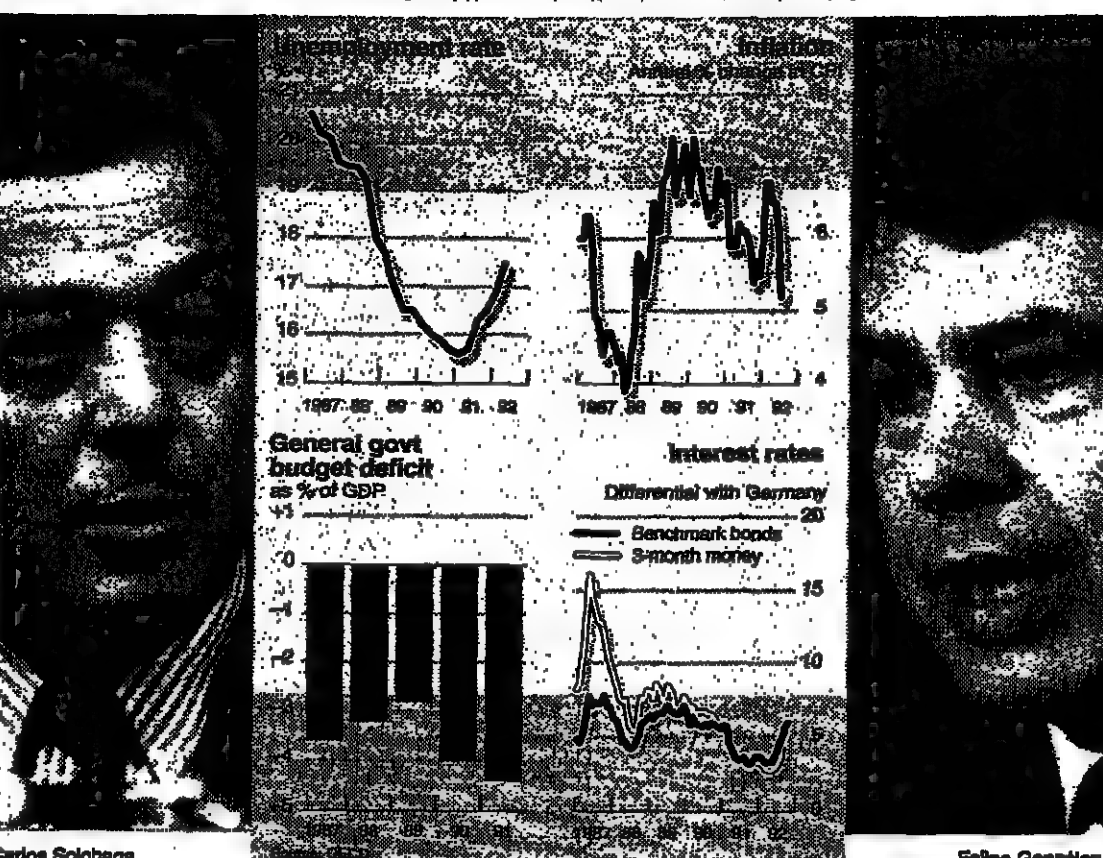
Doubts persist in some quarters as to whether he has the stomach for it. When they spoke at length to the Financial Times at the end of last week, Mr González and Mr Solchaga were thus at pains to do several things: reassure the markets that they intend to resume the path of economic and financial liberalisation as soon as conditions allow; reaffirm their determination to keep a tight grip on government spending and inflation in order to bring Spain's economy up to the mark for European monetary union (EMU); and warn their EC partners of the dire consequences for Europe and for Spain of any move to create a multi-speed Community.

"It is a very serious thing to do to begin talking about different speeds of European integration simply because we are feeling crushed now by the market turmoil," says Mr González with feeling. "One has to think about it with tranquility. I would recommend not voicing opinions that might have to be changed

The EMS crisis has shaken confidence in Felipe González's economic policies, write Peter Bruce and Andrew Gowers

A testing of Spanish mettle

Spain: struggle for credibility



Carlos Solchaga

Felipe González

within three or six months. The sense of insecurity being introduced into the European Community and the international community day after day with questions about whether we can take the Maastricht treaty forward is becoming intolerably expensive politically. What we are doing is irresponsible."

The prime minister's frustration is understandable. In the 10 days between now and the EC emergency summit in Birmingham, Madrid has a fight on its hands simply to stay in the EMS - the one relatively sure anchor of Spanish economic policy, notwithstanding the effective 11 per cent devaluation of the peseta has suffered since July. On the one hand, Mr González and Mr Solchaga are anxious that the Bank of Spain move within the next few days to ease its capital controls, which they fear are severely damaging investor confidence. If it is to do so without triggering a run on the peseta, it may have to raise official interest rates - currently 13 per cent.

On the other hand, the government knows it cannot rely solely on the interest rate weapon. Mr Solchaga is looking urgently for other ways in which the Community might act to restore confidence in the EMS before the Birmingham meeting. He wants his EC colleagues to consider a further realignment of currencies and the pooling of EC central banks' foreign

exchange reserves. But with relations between EC finance ministers and central banks poisoned by recent events, he is not all that confident of success.

"In the last few weeks, normal relations among the Community's monetary authorities, among the ministers, have been lost," he says despondently. "It has become more and more difficult to exchange views frankly."

Even if EC countries do begin to improve their co-ordination, it may not fully defuse the attack on the peseta. Rightly or wrongly, the markets are now also questioning the government's ability to control its own budget, prompting the Moody's credit rating agency last week, with cruel timing, to put Madrid's foreign bonds on credit watch.

Neither the prime minister nor Mr Solchaga denies the government has a serious credibility problem. In the last two years, as Spain's long period of economic expansion has tailed off, it has badly overshoot its spending targets, disrupting the effort to combat inflation - currently running at more than 6 per cent a year - and reduce interest rates. To make matters worse, there was a perception earlier this year that with trade union unrest increasing over the government's austerity plans, Mr González was

under pressure to cut and run, either by calling early elections or by staging an inflationary pre-election boomlet.

Hence the importance of the 1993 budget, which Mr Solchaga presented last Tuesday. Mr González says it is designed to squash such talk and demonstrate his absolute resolve to reduce the public sector deficit.

"I remain to be convinced that there is any electoral advantage to be gained in hiding the truth and not doing what is necessary," he says. "If this was not the case, I would not have presented this budget; I would have called an election. There is always a credibility problem when a government decides to control costs. I am not asking for blind faith. What has to be done is to demonstrate that one is making progress in controlling the deficits, and we are going to do that rigorously and soon and efficiently."

To this end, assuming real growth in gross domestic product of just 0.7 per cent next year after 1.6 per cent this year, the budget aims for a public sector budget deficit equivalent to around 3.6 per cent of GDP, compared with an expected return of about 4.5 per cent in 1992. Mr González insists that steep cuts this year in unemployment benefit and the health service - the two main sources of overspending in 1991 and 1992 - mean this target is achievable. The trouble for Spain, as Mr

González admits, is that confidence can not be established overnight.

"It will be harder for the Germans to correct their deficits than for Spain," he argues. "But Germany has a reserve of decades of credibility while Spain has to fight for its credibility every month and every year."

Thus far, the best weapon in that fight has been Spain's determination to keep up with its stronger EC partners through the process of economic and monetary union. What makes this moment so particularly worrying for Mr González, long a passionate advocate of European integration, is the fact that this process itself appears to be fragmenting, and that Spain is being lumped with the laggards rather than the leaders.

There is an unspoken conviction at all levels of government in Madrid that a two-speed Europe - with a hard core of currencies grouped around the D-Mark proceeding more rapidly towards EMU - would be a catastrophe not just for Spain but for the Community. Ministers fear that currencies left out of the inner circle would have to be protected by a wall of exchange controls and trade barriers, thus throwing the whole European integration process into reverse.

Mr González's one powerful hope is that this crisis will act as a catalyst for change.

Already the country's combative trade unions, which had been threatening a general strike this month to protest against unemployment benefit cuts, are drawing back from confrontation. While the prime minister insists he is not trying to engineer a formal incomes policy, he would be delighted if the unions and employers were to find common ground on pay and productivity for next year.

"In moments of crisis in Spain, the unions have always behaved more responsibly and not just in the interests of their own members," he says.

Industrial peace may not be easy to secure in view of the government's decision to freeze public sector pay next year, but it will be critical to the effort to prove Spain is capable of putting its house in order. It would also enable Mr Solchaga to forge ahead with the much-needed structural reforms he promised in April. The finance minister insists he will bring bills to parliament in the next few months initiating deregulation of the labour market, telecommunications, transport, energy and the professions. None of these reforms, however, will be possible without Mr González's commanding and committed presence at the head of both the government and the Socialist party. There is no alternative leader at present, within or outside the Socialist party, but without him all bets on Spain's economy would be off. Will he stay to fight for re-election next year? His answer is less equivocal than on some recent occasions.

"People who know me say I respond better to difficult situations than to easy ones. How do we translate this into politics now? Look, I do not usually give up when things get tough."

Mr González is wiser, and Spain is much richer, since they last stood together on a precipice during the industrial crisis which engulfed the country in 1983. At least on this occasion, with the European Community as a whole in ferment, he has the consolation of knowing that this not Spain's crisis alone.

Samuel Brittan

Early end to puerile joy



Since John Major spoke about the need to repair the "fault lines" in the European Monetary System, there has been some back-peddling. No real British reform plan is likely to be presented to the Birmingham Euro-summit, and the emphasis has changed to the need for so-called economic convergence.

Meanwhile, Norman Lamont's singing in the bath is likely to change to sobbing in the sink unless the fall in sterling is soon arrested.

The situation is reminiscent of 1986, when, as I then pointed out, sterling was allowed to fall far too much under the pretext of a drop in the oil price; and the groundwork was laid for the boom and bust cycle we have suffered ever since.

The big difference is that the 1986 depreciation took place in fits and starts over a whole year. This time the process has been compressed into weeks or days - rather in the way that the long drawn-out themes of a Bruckner slow movement are sometimes then compressed into a brief, frantic scherzo.

Meanwhile the Treasury is trying to work out some monetary guidelines on the assumption that the UK is outside the ERM. Indeed one school of thought there is against Britain returning to the ERM except in the context of a commitment to full monetary union - which is as likely in present political circumstances as Norman Lamont dancing a Scottish reel in the middle of Downing Street.

The pound has been hit by the unseemly row with the Bundesbank and disappointment at unrealistic hopes of a German interest rate cut

last Friday. At the end of last week sterling had fallen by nearly 18 per cent on the previous DM2.35 parity. This has more than corrected for any element of overvaluation in the latter and will nearly all work its way into domestic inflation.

The best market indicator of expected inflation is the gap between high coupon long-dated gilts and the indexed variety. This has widened from well under 4 per cent to over 5 per cent - higher than it was before the election which Labour was expected to win. Forget further early interest rate cuts over and above the foolish reduction made after ERM departure. The government will be lucky to avoid a base rate increase before

the Tory conference is over. Unfortunately, it is becoming clear that ministers are being economical with the truth in their assertions that the UK did everything possible to remain in the ERM. They did not raise interest rates when pressure on sterling built up in August and some officials were recalled from holiday. They did not even raise them following the lira devaluation; nor even as late as the afternoon of Tuesday, September 15, when the pressure on sterling began to be unbearable. Even on the final Wednesday morning they procrastinated for several hours. The comparison with the actions of the French and Swedish governments speaks for itself. We still do not know how far the government ignored advice from the Bank of England and how far that advice itself was flawed.

It is in any case now clear that the PM and Chancellor were not prepared to raise interest rates in a recession, even temporarily, for the longer-term gains of staying in the ERM. It was in that case culpably foolish to rely on hypocritical drum-beating speeches to produce a contrary impression. The government had plenty of time for a planned temporary withdrawal before the highly visible benchmark of the French referendum.

Alternatively it could have responded to Bundesbank pleas for realignment, which every half attentive journalist had been hearing for at least two years and which Helmut Schlesinger personally conveyed to a high-ranking British dignitary - who passed it on to John Major - several weeks before the final storm.

Of course all is not well in an ERM, three of whose members have devalued or withdrawn. A grown-up decision is needed on whether it is to be an adjustable band, or a permanent fixing of exchange rates with a view to a single currency, or a two-speed mixture.

British officials also have some valid technical points - such as the failure of the divergence indicator to flash for large creditor currencies to whom smaller currencies are tied, or the fact that Germany did not have intervention obligations so long as the Belgian franc was 5 basis points higher in the grid.

More important is said to be the need for compatible combinations of monetary, exchange rate and fiscal policies among members. But when the British make such suggestions, they sound like people throwing large stones in thin glass houses. The UK joined the ERM two years ago without any attempt at negotiation either of the entry rate or accompanying policies. The joys of sinking outside are fast disappearing. But the real question is the conditions on which other members will have Britain back.

THE CLUB COLLECTION

Occasionally, a Savile Row tailor creates a collection every gentleman must see



Chester Barrie
SAVILE ROW

32 Savile Row, London W1X 1AG Telephone 071-734 4733
Available from selected Austin Reed stores,
Harrods, Selfridges and other quality stores worldwide

Transport safety and the high price of human life

Richard Tomkins on the sensitive question of whether too much is spent on reducing the risks of travelling by public transport

It is a hard question to ask after air disasters like last night's crash in Amsterdam and last week's in Nepal: but is there a limit to how much should be spent on transport safety?

The instinctive answer is that no sum can be too high if it results in the saving of a human life. In Britain, however, a body of opinion is dawning to argue not only that a limit exists, but that in some cases it may have been reached.

Britain's current attitudes to transport safety were shaped by a series of horrific transport disasters in the late 1980s, such as the Clapham rail crash and the London Underground fire at King's Cross. These were followed by reports demanding hundreds of millions of pounds' worth of measures to improve transport safety.

The spending duly came, and has continued since. Last year, for example, British Rail spent £225m on safety projects, equivalent to more than 10 per cent of total passenger receipts. London Underground's outlay of £120m was proportionally higher still at nearly 20 per cent of sales.

Even at these levels, safety spending is sometimes criticised as inadequate. But ministers, fearful of the political consequences, dare not question the sums it absorbs. On the contrary, they publicly insist that no safety project put forward by BR or London Underground is ever refused.

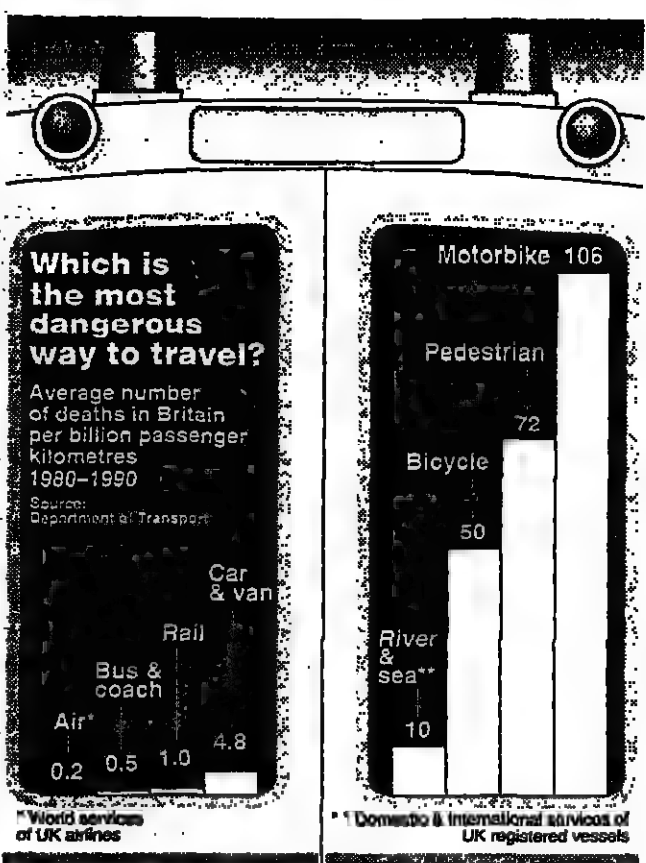
Last month, however, came a watershed when Mr Brian Appleton, a retired industrialist, produced a report for the Health and Safety Executive on the Underground's response to fire and bomb alerts.

One of Mr Appleton's conclusions was that the risk of station fires on the Underground had been so greatly reduced since the King's Cross disaster that further spending on fire precautions could not be justified. The money would be better spent on, say, new signalling systems to reduce the hazard of train crashes.

This was not the same as saying that safety spending overall should be cut. Nevertheless, the report broke new ground by acknowledging that there may come a point in any area of safety where risks become tolerable and further spending is wasted.

Emotional responses aside, the argument has logic. There is, after all, no such thing as total safety; even lying in bed has its hazards (the ceiling might fall in, or an electrical fault could set the house on fire). What matters to people is that the level of risk should be acceptable in relation to the benefits derived.

One example of this principle is people's attitude towards the



AMBULANCE

relative risks of travelling by car, bus or train. Most people know that it is far safer to travel by public transport than by car, yet they are prepared to accept the greater risk of car travel for the benefits of comfort and convenience it brings.

This is not to say that public transport, already very safe, could not be safer still. The trouble is, further progress is becoming ever more expensive.

as Prof Michael Jones-Lee, a specialist in transport safety at Newcastle University, say the answer is to give safety benefits a monetary value so that they can be properly evaluated against other options for the allocation of resources. This, however, requires some sort of value to be put on the cost of a human life.

Obnoxious as this concept may appear, it has been with

us for years. Courts, for example, award compensation for the loss of loved ones (and their income streams), and the National Health Service is constantly required to decide whether it can justify the cost of carrying out expensive life-saving operations.

In fact, the Department of Transport has quietly been putting a monetary value on the cost of human casualties since 1988. It uses the figures to put a value on the safety benefits of road schemes, so helping it decide whether the costs of schemes are justified.

In the early years, the department's calculation of the

cost of a fatality was based mainly on the value of a victim's lost production. However, this method faced objections because it failed to reflect the value that people attach to life itself; so in 1988 the department changed to a willingness-to-pay approach.

Under this system, attempts are made through interviews and other techniques to determine what amounts of money people are prepared to pay for a given decrease in the risk of a fatal accident. As a result of studies carried out for the Transport Department by Prof Jones-Lee, the value attributed to a marginal reduction in the risk of a road accident fatality is now set at £293,000.

Although this figure is used to assess the safety benefits of road schemes, no attempt has yet been made to carry out any cost-benefit analysis of safety spending in public transport. But working backwards from calculations of how much is being spent on safety and how much the risk of fatalities has been reduced, BR and the Underground estimate that the cost is running at around £3m per fatality saved.

Is that too much? If the Transport Department is right about how much people are willing to pay for a reduction in fatalities, it is way over the top. Yet, as Prof Jones-Lee argues, it is not quite as simple as that. If asked, people would probably attach a higher value to public transport safety than road safety because public transport requires them to yield their fate to the care of another party. People are also inherently averse to being involved in an air, sea, rail or Underground crash because of the fear that their doom may be certain and ghastly.

If anything is clear about the level of safety spending in public transport, it is that no one knows what they should be. But BR and London Underground both privately acknowledge that the cost of some safety measures - for example, some of the more elaborate fire precautions required by law in the wake of the King's Cross fire - is out of all proportion to the tiny reductions in risk they produce.

Instilling a rationale into safety spending need not be particularly difficult. If only the Transport Department would commission a study into what levels of safety were required of public transport and how much people were prepared to pay for them, implementation would be easy. BR and London Underground would welcome such a move: so, too, might the government. If it found itself saving money, it could, however, prove harder to sell to the electorate; and harder still after the next transport disaster.

Islamic fund represents only one among many

From Abdulhakeer. Sir, In your coverage of the First Islamic Venture Capital Company ("Islamic venture fund plan", September 21), you state that: "This is believed to be the first time that a specifically Islamic or ethical fund has been launched."

In fact, several such funds have been launched. In 1986, the Amanah Mutual Fund was launched in the US by the Islamic Society of North America, and the Islamic Fund/Falcon Fund was launched by Kleinwort Benson in the Channel Islands. The latter reports its results in your newspaper.

In 1991, Mendaki (an Islamic social welfare organisation) jointly launched the Mendaki Growth Fund with the Development Bank of Singapore. Only a few weeks ago, Arab Malaysian Bank launched an Islamic Unit Trust in Kuala Lumpur. Many Islamic unit trusts and mutual funds operate out of Bahrain, Dubai, Qatar and Saudi Arabia.

The novelty of Islamic funds has long ago worn off. Now, the issues are the performance of these funds compared with conventional funds, and the depth of the market.

Abdulhakeer

The American Journal of Islamic Finance, 27957 Ridgebluff Court, Rancho Palos Verdes, California 90274

World Bank commercial lending cue

From Mr Nigel Wilkins. Sir, Michael Prosser's reflection on the worldwide cutbacks in overseas aid budgets ("The twilight of foreign aid", September 28) implies that commercial sources of finance are readily available to make good the shortfall in official funding for the developing countries.

In fact, the decline in commercial lending has been so severe that, since the onslaught of the debt crisis 10 years ago, net flows of commercial capital with the developing countries have been negative. The reduction in official aid flows will create something of a dilemma for the World Bank, but there is more that it could do to promote lending from commercial sources.

The bank's Expanded Co-financing Operations (ECO) do not go far enough to induce the commercial banks to participate, despite the latter's excellent repayment record. Nigel Wilkins, 8 Petersham House, Harrington Road, London SW7 3HD

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Figures point to human benefits and real savings of community care

From Mr M J Dawson.

Sir, I was interested to read Maggie Urry's article on the nursing home sector and the changes occurring in the care market with implementation of the Community Care Act.

Although Maggie Urry states that the top nursing home companies have only 4 per cent of the total market, it must be remembered that this market also constitutes residential homes, sheltered housing, NHS long-stay hospital wards, and home care.

It will be the responsibility of local authority care managers to allocate funds to these different sectors, while providing individuals with maximum choice.

Public expenditure on community based care in England is now a third greater than that spent on the hospital service. The government has pledged to increase the proportion of public expenditure which is directed towards car-

ing for people in their own homes.

Figures compiled by Professor A. Finkler show that the cost of caring for someone in their own home is £1,000 a year less than residential care and almost £15,000 a year less than hospital care.

The Public Accounts Committee's 26th report, published in November 1988, highlighted that almost 25 per cent of those receiving benefits for residential care could have remained in their own homes had community support services been available.

The NHS and Community Care Act is now well underway and companies such as Tunstall are working with local authorities to ensure a smooth and efficient transition from next April.

M J Dawson, Tunstall Group Plc, Whitley Bridge, Yorkshire DN14 0HR

Conflict fails to survive translation

From Mr Klaus D. Leith.

Sir, James Morgan must have slipped a few pages in his dictionary or succumbed to a Freudian mis-translation in rendering "Es ist doch kein Krieg" as "It's not a war yet" ("As they say in Europe", September 28).

He seems to have confused "doch" with "noch", which makes for an entirely different meaning.

What the Bundesbank official is quoted as having said is precisely this in English: "This

isn't a war after all".

That translation is not nearly as spectacular as a statement and it certainly does not carry the connotation that the Bundesbank is "spoiling for a fight", as the mis-translation suggests.

Anecdotal evidence suggests to me that some people in Britain are positively heartened by war-like allusions to political or economic clashes with Germany.

Such allusions no doubt serve as reminders of Britain's

greatness and past superiority.

The current Anglo-German "war of words" is surely going to escalate now that some German officials appear to have hit upon a commemoration of the V2 rocket development as a riposte to the Harris memorial.

A quality paper should perhaps take care not to support this war with the journalistic equivalent of dum dum ammo. Klaus D. Leith, Hauptstrasse 71, D-W5000 Cologne 50, Germany

Latin America has coffee gene diversity

From Mr Thomas Fleming.

Sir, The article "Harvesting a cornucopia" (Technology, September 18) highlights a statement that "all the coffee in Latin America comes from one original tree brought from Africa. This kind of narrow gene base makes plants extremely vulnerable to being wiped out by disease."

That statement is not correct, because at least two species of coffee, arabica and robusta, were introduced to Latin America, and it has to be improbable that these were the only introductions, especially in the past half century when breeders of most major crops have been working hard to widen the gene base of their

breeding material.

The proposition that there was only one tree probably derives from a story that about 1728 a young French officer de Cileu carried one seedling to Martinique from the royal hot-house of Louis XV in Paris. Subsequently, seed from this particular tree was reputedly very widely planted.

That item apart, the content of the article is sound. The rubber plantation industry in the east (not only in Malaysia) was based on only a small number of trees brought from Brazil, but the Rubber Research Institute of Malaysia has for many years been bringing new material collected in the Amazon, through a quarantine station

in the Caribbean. A particular concern is to produce high yielding trees which would be resistant to South American leaf blight, a virulent disease which could cause very serious problems if it reached the east.

The world plantation oil palm industry developed from an even narrower gene base than rubber and involved only seed from four oil palms planted in the Botanic Gardens at Bogor in Java in 1848. Here again breeders have been working for many years to widen the base of breeding material. Thomas Fleming, Hardens Way, Duns, Berwickshire TD11 3NP

Chancellor's modesty is completely misplaced

From P G Hirsch.

Sir, Why all the criticism of Britain's chancellor? Has he not achieved momentous feats recently? How many chancellors can claim to have cut interest rates by 5 per cent, twice confounded commentators by perfectly executed

U-turns, and lost £11,000 a second, all within 24 hours?

Moreover, it is a singularly generous act, on our chancellor's part, to allow the Germans and French to take the lion's share of the glory for these achievements, and to go so far as to understate his own

role in bringing about this return to traditional values (such as, for example, a falling pound).

P G Hirsch, The Red Lodge, 1 St John's Road, East Molesey, Surrey KT9 3JH

OBSERVER

Distance no object

The use of distance as an excuse for inaction has certainly not diminished since Neville Chamberlain dismissed Hitler's 1938 invasion of the Sudetenland as a quarrel in a "far away country".

But the old excuse has been shunned by Swiss industrialist Stephan Schmidheiny. Outside his homeland, he is best known for his championship of the environment, not least as leader of the Business Council for Sustainable Development at the "earth summit" in Rio in June.

Hence his embarrassment when Observer's colleague in Chile subsequently reported on an iron-pellet plant there belonging to a company in which Schmidheiny has a 30 per cent stake.

The plant was belching out 37 tonnes of iron dust and the like daily, over 80 times the amount permissible in the US, and reputedly harming the local olive groves and sea fishery. Yet far from espousing the attitudes of its Swiss stakeholder, the company was fighting clean-up orders all the way to the Chilean supreme court.

Confronted with the case, Schmidheiny said he'd known nothing about it, but would investigate. Now he's issued a statement on the results. True, it ruminates about the difficulties of implementing sustainable development policies in a country such as Chile. But Schmidheiny promises that the plant will be cleaned up gradually at a cost of as much as \$30m.

Heavy burden

There are big businesses where the death of a top engineer is hardly noticed. But not the coal industry. The sudden death of Ken Moses,

only a few months after he was appointed one of British Coal's two joint deputy chairmen, is a bitter blow not only for his family but for the industry, and the government.

Having graduated from Wigan Mining College, Moses showed that it was still possible for a self-made man to make it from the coal face to the top of British Coal. Although he was one of the hard-nosed managers who helped Sir Ian MacGregor break the coal strike in the early 1980s, he was a passionate believer in the industry and was playing a key role in its privatisation as British Coal's strategic planning director.

With the recent retirement of John Northard and Ken Moses' death, an even bigger burden now falls on Bert Wheeler, the remaining deputy chairman, especially since his chairman Neil Clarke is not an engineer and a newcomer to the industry.

HK Brothers

Sir Nigel Brookes, the founder of Trafalgar House, has his critics. But he can't be accused of underestimating the clout of his new, and biggest, shareholder - the Keswick's Hongkong Land. He describes himself as a "minor patrician" compared to the Keswick brothers.

Old Etonian Simon Keswick, chairman of Hongkong Land, and his elder brother Henry, chairman of the Jardine Matheson parent, may not be knighted like Sir Nigel and their father, the late Sir William Keswick (a former director of the Bank of England and Governor of the Hudson's Bay Company), but their City connections outclass Sir Nigel's. Henry is on the board of Sun Alliance, Robert Fleming, Rothmans International and the Daily Telegraph. He and his wife Tessa are well plugged into the Tory party hierarchy - Sir Charles Powell sits on their boards - and



"I'm a Euro-bankrupt"

they share the same sort of beliefs as Lord Hanson, Sir James Goldsmith and Garry Weston. Simon, recently given a seat on the Hanson board, is a bit more raffish and apart from being a member of the Queen's Body Guard for Scotland, is a Tottenham Hotspur fan, according to his Who's Who entry.

If you count the other brother - Hambros Bank chairman "Chips" Keswick - then one begins to feel a certain sympathy for the underdog in the coming contest.

Norman's turn?

Will history repeat itself? Three years ago today the government was embroiled in a political row about the ERM. An embattled chancellor of the exchequer (Nigel Lawson) had to raise interest rates by 1 per cent, to a record 15 per cent, in a desperate bid to stem a run on the pound. It didn't work and on the eve of the Tory party conference the pound fell by 8 pence.

This time round there is an even bigger ERM row, the pound is sinking fast and, like last time, there are increasing calls for the

chancellor's resignation. True, interest rates have not been raised (yet). But a fortnight after Nigel Lawson's 1989 speech to the Tory party faithful, he had quit despite an impassioned plea from his deputy, Norman Lamont, who wrote "please don't do it. It isn't necessary."

Those who believe that history repeats itself will be watching tomorrow's Daily Mail. It filed its front page on the opening day of the 1989 conference with a banner headline calling for Lawson to go.

Poet's pointers

As tomorrow's 100th anniversary of the death of the poet Tennyson coincides with the opening of the Conservatives' annual conference, Observer has combed the bard's works for pointers to help the Tory delegates in their debates.

Only three have emerged, the balance being in favour of the Euro-sceptic persuasion - particularly this extract from an ode on the opening of parliament on February 3 1852:

As long as we remain, we must speak free.

Tho' all the storm of Europe on us break;

No little German state are we... More sinister, for John Major at least, may be the couplet in the poem Hands All Round, which reads:

That man's the true Conservative, Who looms the moulder'd branch away.

As for the premier's supporters, all there is to encourage them is a single line from Locksley Hall: Better fifty years of Europe than a cycle of Cathay.

Professional

What's the difference between the Bank of England and VfB Stuttgart football club? Stuttgart has more foreign reserves.

The Fliegerchronograph by IWC. Fasten your seat belts.



Retail price
18ct yellow gold - £4,250
stainless steel - £1,175

Prepare yourself for a flight of fancy that had its start half a century ago, in 1940, to be exact, with the world's first pilot's watch. This fabulous flight continued with the Mark XI (1948), its successor. It was and is held in such high esteem that current collectors' prices are likely to bring you back to terra firma in a hurry. Our new pilot's chronograph is the logical consequence of a line of famous predecessors: outstanding exterior styling in the round, the toughness of a true pioneer, and a set of construction principles that even connoisseurs of IWC watches wouldn't have thought possible. Characterizing as worlds apart the difference between our pilot's chronographs and other watches aspiring to the same lofty goal, has become a virtual tradition to which our new model is happy living up to.

IWC

International Watch Co. Ltd., Schaffhausen, Switzerland
Since 1868

If you would like to know more about the Fliegerchronograph and other masterpieces,

please ask for the IWC complete catalogue.

IWC (U.K.), 124A Manor Road North, Thames Ditton, Surrey KT7 0BH. Telephone: 081-339 0883. Fax: 081-398 9615. For service and after-sales Tel: 081-339 0884

LONDON: ASPIRY - NEW BOND STREET (LAWRENCE) - WATSON OF PARTNERSHIP, DAVID MARRIN - LONDON STREET
THE WATCHDOG LIVERY - HILL HALL ROAD AND JEREMY STREET (GARRARD) - THE CROWN JEWELLERS
MAPPING & WILBY - QUEEN VICTORIA STREET, MONTELUCHI STREET, ROBERT STREET, THE ATTORNEY GENERAL, VANDERGRUY, DUNN
ALSO AT: LONDON - STRATFORD-UPON-AVON - C. B. DAVENPORT - NORTHWOOD AND RUMJIT
HARRIS - HARRINGTON AND YORK

John Foord
ESTABLISHED 1928
International Valuers of Industrial Plant and Property
LONDON · SINGAPORE · SYDNEY
071-402 8361

FINANCIAL TIMES

Monday October 5 1992

10.5%
DIVIDEND - PAID GROSS
Callfree 0800 282465.
* Estimated gross annual dividend based on Morgan Grenfell Investment Funds Ltd. Member of MIF.

The British-built Nissan that costs \$5,000 less in Japan

Kevin Done traces the price-cutting journey of a Nissan Primera

A JAPANESE car made in Sunderland and shipped 10,600 miles to Japan costs £2,840 (\$5,000) less in Tokyo than a similar model for sale a few hundred yards from the plant in the north-east of England.

The car buyer in Sunderland wanting a new Nissan Primera eGT, built at the £900m car plant near the city, could drive it away from the dealer, Reg Vardy, for £16,215. (That price includes an 11.7 per cent discount.)

The racy-looking hatchback is black (a colour option that costs £120) and has air conditioning (a £795 option) to bring it up to the same equipment level as the car on sale in Tokyo. The car has front and rear spoilers, and the buyer has managed to force an 11.7 per cent discount out of the salesman.

In Tokyo a similar Nissan Primera eGT is on sale in the Kudam showroom of the Nissan Prince Tokyo Sales Company. Sunderland's is the only Nissan plant in the world which makes this model. The Tokyo price is ¥2,788,875 (£13,375), £2,840 less



Primera: Made in Britain but cheaper by far in Japan

than in the UK. Before sterling's steep decline after its withdrawal from the European exchange rate mechanism the Tokyo price was equivalent to only £11,994.

The car's equipment levels - a favourite justification for divergent car prices around the world - does not explain the difference. The Sunderland buyer gets an electric sun roof (not available in Japan) but the Tokyo buyer gets automatic transmission, a 2750 option in the UK. This would have raised the price of the Sunderland-bought Primera eGT even more if it had been available.

This is as true as far as it goes but the prices quoted above

include discounts that may be negotiated from dealers - 11.7 per cent at Sunderland's Reg Vardy, and 6.0 per cent at Tokyo's Nissan Prince.

Higher taxes in the UK were not enough to close the gap. Even if tax is not included the price in Tokyo would be £1,680 less than in the UK - £11,490 versus £13,170.

Last week a study by Ludvigsen Associates, the UK-based automotive analyst, claimed that European car buyers were paying as much as 30 per cent more for new cars than consumers in the US and Japan.

were one of the basic reasons for this difference.

Nissan, which pioneered Japanese car production in Europe with its UK plant, says there are "many factors" behind the price differences but "the most important is the overall pricing in the particular market".

"New car prices in Japan are relatively low because during the years of consistent growth in demand manufacturers have been able to offset increased costs against rising production volumes. Prices have consistently risen at less than the rate of inflation. Japanese inflation has been between 2 and 3 per cent for a number of years."

"By contrast the market leaders in the UK, which are also necessarily the price leaders, have in many years raised prices by more than the rate of inflation. This has inevitably caused the general pricing level in the two markets to widen."

Additional reporting by Robert Thomson in Tokyo and Chris Tighe in Sunderland.

Spain asks EC leaders to focus on unity

By Peter Bruce and Andrew Gowers in Madrid

SPAIN has called on European Community leaders meeting at next week's summit in Birmingham, UK, to focus on restoring EC political unity rather than become bogged down in debate over the exchange rate mechanism.

In an interview with the Financial Times, Prime Minister Felipe Gonzalez warned: "Birmingham will have to give a clear signal that the 12 members, beyond what our individual problems might be, have common interests and are prepared to say so - I was going to say in a friendly way, but even that is not necessary."

Madrid is extremely concerned that political and technical divisions between Germany and Britain, which has the EC presidency until the end of the year, might spill over into the summit. It is also worried that currency speculators might view anything less than a firm renewal of EC political commitment to the economic and political objectives of the Maastricht treaty as a further opportunity to attack the ERM's weaker currencies.

"If there has to be a discussion on the current situation of the monetary system, it will have to be sufficiently prepared and mature enough to reflect a united posture," Mr Gonzalez said. "Anything else would transmit a bad message and we have had enough of those already."

Sources in Madrid said London has already suggested to leaders that finance ministers do not attend the summit for fear their presence will dilute the political focus of the meeting.

Nevertheless, the EC's monetary committee, which administers the ERM, would discuss ways to reform or strengthen the currency grid before the Birmingham summit.

The Spanish leader said he did not believe Britain's presidency of the EC during the currency turmoil had been deficient. "There has been a lack of co-ordination...perhaps a lack of leadership but we leaders are, all of us, responsible for it. We have made the mistake of rationalising our political attitudes when it is clearer than ever that interdependence has increased."

Spain may be forced to raise its official interest rate from 13 per cent this week to match demand for higher yields on the public debt it needs to issue in order to raise about \$170bn in new deficit financing by the end of the year.

Madrid considers interest rate rise, Page 2
Testing of Spanish mettle: Felipe Gonzalez interview, Page 14
Bonds, Page 20



Getting it right on the mike: President George Bush makes adjustments before giving a speech in Orlando, Florida. Test for Bush veto powers, Page 2; Risk of a triple dip, Page 32

Mozambique's leaders agree to end 16 years of civil war

By Haig Simonian in Milan

PRESIDENT Joaquim Chissano of Mozambique and Mr Afonso Dhlakama, the leader of the rebel Mozambique National Resistance (Renamo) movement, yesterday signed a treaty ending the country's 16-year civil war, which has crippled it economically and left over 1m people dead.

The treaty, signed at the Italian Foreign Ministry in Rome, marks the end of the last big conflict in southern Africa, which began shortly after Mozambique's independence from Portugal in 1975.

The two sides agreed to a ceasefire, which should come into force as soon as the treaty is

approved by the Mozambique parliament later this week.

Under the terms of the deal, weapons will be handed over to the United Nations and all armed groups are to be disbanded within six months. A restructured armed force is to be created, made up of around 30,000 fighters taken equally from both sides.

The Mozambique army and rebel forces must assemble at pre-determined locations around the country within a month of the treaty being ratified. To encourage fighters to participate, UN soldiers supervising the ceasefire will hand out food supplies at the assembly points.

Big aid donors to Mozambique will meet for a conference within a month, while Zimbabwean soldiers guarding two strips of territory between their landlocked country and Mozambique's ports will have to leave in the same period.

At a formal ceremony at the Rome ministry, Mr Chissano heralded the beginning of a "new era" for Mozambique. After signing the agreement in the presence of guests including Mr Pik Botha, South Africa's foreign minister, and President Robert Mugabe of Zimbabwe, he and Mr Dhlakama shook hands.

Mr Chissano said general and presidential elections would take place in Mozambique and called on UN representatives to help supervise the peace and electoral process. The deal ends negotiations which began in July 1990 and reached agreement on limited ceasefire six months later.

Since then, further rounds of talks have, with periodic interruptions and walk-outs, brought further accords on electoral and military issues, culminating in a first direct meeting between the two leaders in Rome in August.

Japanese recovery plan

Continued from page 1

rowing at the height of the recession proved difficult to reduce once the economy had recovered because of political opposition to cuts in public spending.

Within the broader financing debate, Mr Tsutomu Hata, the

finance minister, is coming under pressure to consider plans for an income tax cut financed by higher consumption taxes.

Although the Ministry of Finance would favour higher indirect taxes, it recognises such a move would be extremely unpopular.

THE LEX COLUMN

Margin of error

The question of how to measure an insurance company's financial health will no doubt figure prominently in any inquest into Municipal Mutual (MMI). It is clear that tinkering around with the solvency margin - net assets as a proportion of non-life premiums - does not provide a particularly satisfactory solution. Premium income can be an unreliable proxy for risk in a competitive pricing environment, while the ratio as presently calculated fails to take into account the gearing effect of any movement in investments or claims reserves. At the end of 1991, for instance, investments and reserves amounted to respectively four and three times the combined shareholders' funds of the five quoted composites.

Perhaps refinements are possible, such as a more sophisticated weighting of assets as is already done for the banks. Regulators in the US have taken steps in this direction. Risks might also be better differentiated, so that employers' liability, for instance, is given a more demanding rating than other mundane types of business. Quarterly reporting (not least in the light of MMI's delayed and heavily qualified annual report) and verification of claims reserves by qualified actuaries might also help, though there is a danger of adding to companies' administrative burdens.

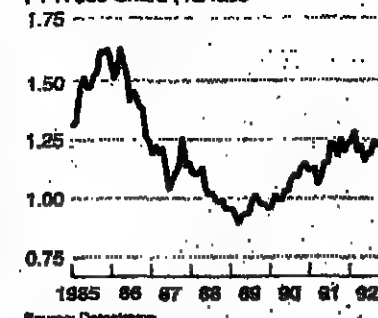
As things stand, though, the Department of Trade and Industry ought to have sufficient information available, hence suggestions that it was slow to act. The building society regulator, by contrast, seems to be rather more adept at picking up problems before it is too late.

Wall Street
Friday's US employment report may have shown enough strength to convince the Federal Reserve to delay an interest rate cut. But given the continuing deceleration of the US economy, that delay is unlikely to last much beyond tomorrow's meeting of the Fed's open market committee. Even if the equity market may be supported by a rate cut, it has yet to come to terms with the possibility of Mr Bill Clinton winning the election. The recent sell-off in healthcare stocks was some indication of the likely knee-jerk reaction of the markets to a Democratic victory.

Third-quarter earnings figures due in the next few weeks may also be disappointing, with the notable exception of banks, which are thought to

Stores

FT-A Stores P/E ratio divided by the FT-A 500-Share P/E ratio



have made over \$1bn on the foreign exchanges recently. But there are reasons for optimism. Employment in small businesses is rising. So is capital spending. There is just the hint that companies are substituting technology for labour and that the US may eventually experience that rare event, an investment-led recovery.

Japan

A succession of weak economic indicators, a near-30 per cent widening in the August current account surplus and the strength of the yen also point to a further cut in Japan's official discount rate in the not too distant future. The question, though, is one of timing. The worst of the recent economic data - including the 7.8 per cent annual fall in August industrial production announced last week - refer to a period before the ¥10,700bn (\$89bn) emergency government spending package was announced on August 28. The authorities may wish to see whether this package has had any discernible effect on confidence before they act on monetary policy.

There is admittedly no particular reason that confidence should have risen. The measures will have only a limited impact, and the additional spending is not as generous as it looks. Still more disconcerting is doubt whether a half-point cut in the discount rate, now 3.25 per cent, would give the economy a new lease of life either. Consumer confidence, already jolted by the collapse in the property market, is being further undermined as manufacturing incomes fall in response to cuts in overtime.

Another rate cut might thus be perceived as a sign of weakness, rather than a signal to buy equities. The government may actually want growth. It

can also afford to spend to achieve it, but Japan seems locked in a similar spiral to other countries coming to terms with debt deflation. The outlook for corporate earnings is bleak and the fundamental problems of the banks are far from resolved. It is instructive to note that the Nikkei is more than three per cent lower than it was when the fiscal package was announced.

UK retailing

So much for a consumer-led recovery. After the devaluation, British retailers appear a gloomy bunch. Several stores groups, including Kingfisher and Sainsbury, see sales bumping along the bottom, with little prospect of an upturn. Devaluation is more of a burden than a benefit, as price increases in imported goods will be difficult to pass on to consumers in a depressed market. Margins, already under pressure, are likely to be squeezed further. Even the more buoyant August sales figures were largely autumn purchases brought forward as the soggy summer fizzled out.

To combat this, retailers are still focusing on productivity. Electronic systems allowing tighter stock control and more flexible staff working patterns have been introduced by companies such as WH Smith and Boots the Chemist. More intensive use is being made of shop floor space. But measures such as cutting support staff only give a one-off boost to earnings growth. And many of the gains from electronic stock control have already been explored.

Admittedly, the gloom is not evenly spread. Lower interest rates may help the consumer durables and DIY sectors even in the absence of housing market recovery. These businesses are dependent on better-off homeowners whose spending is affected by mortgage payments. They were the first stores into recession and could be the first out. By contrast, jewellery and fashion retailing appeal to a younger market, which only felt recession as unemployment rose. They will take longer to recover.

In any event, an '80s-style consumer boom is simply not feasible, as any rush of imports would have to be met quickly with higher interest rates. That limits the capacity of stores to lead the way out of recession. The large quoted groups such as Marks and Spencer, Kingfisher, Smiths, Boots and GUS are solid performers. But the sector does not offer the best way to invest for recovery.



"Naturally I'm pleased that we stand at a premium to the sector, but I do sometimes rather wonder why."

Do you understand what others see in your business? And do you recognise the threats and opportunities this can bring? If a fresh perspective might be useful, call Iain Houston on 071-248 4000.



Charterhouse Bank Limited, 1 Paternoster Row, St Paul's, London EC4M 3DR.
Charterhouse Bank Limited is a Member of The Securities and Futures Authority. A Royal Bank of Scotland Company.

World Weather		°C °F		°C °F		°C °F		°C °F		°C °F	
Abaco	R	18	64	Buenos Aires	F	17	63	Osaka	S	18	64
Algiers	T	15	59	Cairo	S	32	90	Paris	C	11	52
Amsterdam	S	18	64	Cape Town	F	27	81	Prague	F	15	59
Athens	F	25	77	Casablanca	F	26	79	Rio de Janeiro	C	26	79
Bahia	S	22	72	Chicago	C	15	59	Rome	F	23	73
Bangkok	R	29	84	Colombo	-	-	-	Saltzburg	C	14	57
Barcelona	S	17	63	Copenhagen	S	25	77	Singapore	F	29	84
Beijing	S	27	81	Dallas	F	13	55	Stockholm	C	15	59
Bombay	S	28	82	Dublin	F	14	57	Strasbourg	C	16	61
Buenos Aires	F	17	63	Edinburgh	S	13	55	Sydney	R	17	63
Calcutta	S	28	82	Faro	S	23	73	Taipei	F	22	72
Cardiff	S	14	57	Florence	C	17	63	Tel Aviv	S	30	86
Chennai	S	28	82	Frankfurt	S	18	64	Tokyo	S	18	64
Colon	S	28	82	Geneva	C	11	52	Toronto	F	5	41
Dakar	S	28	82	Gibraltar	C	21	70	Tunis	S	25	77
Damascus	S	32	90	Helsinki	C	9	48	Valencia	F	21	70
Delhi	S	27	81	Hong Kong	F	31	88	Venice	R	15	59
Dhaka	S	28	82	Incheon	C	15	59	Vienna	C	15	59
Dubai	S	32	90	Inverness	S	14	57	Warsaw	S	14	57
Durham	S	14	57	Istanbul	R	24	75	Washington	C	14	57
Edinburgh	S	13	55	Jakarta	R	28	82	Zurich	C	12	54
El Paso	S	28	82	Joazeiro	F	25	77				
Emmen	S	15	59	London	F	15	59				
Enschede	S	14	57	Los Angeles	S	16	61				
Evora	S	23	73	Madrid	F	16	61				
Faro	S	23	73	Manila	F	28	82				
Florence	C	17	63	Moscow	C	6	43				
				Munich	C	15	59				
				Nairobi	F	25	77				
				Nagasaki	C	20	68				
				Nassau	C	31	88				
				New Delhi	S	33	91				
				New York	S	18	64				
				Nice	C	15	59				
				Nicosia	S	28	82				

Net Profit through Networking
NEWBRIDGE
Building Business Networks
Newbridge Networks Ltd.
0633 413600 071 635 0022

FINANCIAL TIMES COMPANIES & MARKETS

Monday October 5 1992

Fletcher King
SURVEYORS, VALUERS,
COMMERCIAL PROPERTY
CONSULTANTS
Stratton House Stratton Street
London W1X 5FE 071-493 8400

INSIDE

U-turn leaves new German force intact

When in March this year Germany's federal cartel authorities ruled that Allianz should scale down its 22.3 per cent stake in Dresdner Bank, the move was seen as an attack at the very heart of the German financial and industrial establishment. Last week, there was a dramatic U-turn, and this leaves the Allianz/Dresdner axis intact as a powerful new force in German banking and insurance. Page 16

Quebecor in European move

Quebecor, North America's second biggest commercial printer, says it is negotiating to buy three printing plants in France, including one formerly owned by Maxwell Communication. Mr Pierre Peladeau, Quebecor chairman whose holding company includes Canada's second largest circulation daily newspaper, said the plants would form a base for a big foray into European printing. Page 18

Gifts feel general malaise

Gift investors are feeling the full effects of the general malaise over the direction of UK economic policy. Last week long-dated gilts dropped 1 1/2 points as worries piled up about how Britain intends to cope with the loss of its central economic plank in the shape of membership of the European exchange rate mechanism. Page 20

US dollar returns to favour

The US dollar surged back to centre stage in the international bond market as Europe's currency markets cracked under the pressure of the ERM. After the steady decline of the Euro-dollar bond - it accounted for more than half of all borrowing in 1989, but had shrunk to only 31 per cent by last year - the renaissance has been startling. Page 21

Brierley extends offer

Brierley Investments Limited, the New Zealand investment company which has made a hostile bid for Glaxo of the UK, has extended its offer for the brewer until October 9. Page 16

Market Statistics

FT 100 Index	27	London share index	27-28
FTSE 100	27	FTSE 100	27-28
FTSE 100	27	FTSE 100	27-28
FTSE 100	27	FTSE 100	27-28
FTSE 100	27	FTSE 100	27-28

Companies in this issue

ADT	16	Lep Group	16
Allianz	16	Linx Printing	16
Ash & Lacy	16	Mellon Medes	16
Brierley Investments	16	Menzel	16
CSF Asia	16	Quebecor	16
Conder Group	16	Ranico Oil Services	16
Gibbs Mew	16	Reed Executive	16
Hongkong Land	16	Sun Hung Kai	16
Italgas	16	Trafalgar House	16
	16	Westminster Scaffolding	16

Trafalgar to change accounting policy

By Roland Rudd

TRAFALGAR HOUSE, the UK property, construction and engineering group under siege from Hongkong Land, is expected to change its accounting policies following an investigation by the Financial Reporting Review Panel, the new UK accounting standards watchdog.

The outcome of the panel's investigation, which started in February, is also likely to have a significant effect on Trafalgar's results for the financial year to September 30, 1992.

The move centres on £102.7m (£183m) worth of development properties Trafalgar reclassified in 1991 as fixed assets, resulting in a £68m writedown of wholly-owned properties and a £34.7m writedown of asso-

ciates. If the writedowns had been deducted from the profit and loss account, as the panel is understood to have argued, they would have reduced last year's £122.4m pre-tax profits.

Sir Eric Parker, Trafalgar's chief executive, said: "The group's accounts were the responsibility of the board which have acted with the very best advice from our financial advisers. The accounts were unaudited by our auditor, Touche Ross."

He added: "There are different views within the accounting profession as to how deal with things."

Trafalgar said the panel was already looking at the accounts of another 200 companies and dismissed the incident as having little effect in its fight to prevent Hongkong Land, which has already

acquired 14.99 per cent of the group, from taking another 15 per cent by tender this week.

However the panel, which is expected to make an announcement today, says it is investigating the accounts of fewer than 20 companies.

Trafalgar is understood to have accepted the ruling of the panel - to transfer the development properties back into current assets - to avoid going to the High Court, which could have compelled the group to revise its accounts.

Trafalgar will give details of the expected amendments to its accounting practices and policies in a circular to be sent to institutional shareholders tomorrow.

Sir Eric, who was yesterday working on the final details of the circular with senior

directors at Trafalgar's London headquarters, said he would try to reassure shareholders that the panel's ruling would not have any effect on the value of Trafalgar's businesses.

Shareholders' funds at the year-end are expected to remain unchanged at £704.6m. However this year's pre-tax profits are expected to be further dented by new writedowns.

The board still intends to pay a final dividend although it is expected to be severely cut from last year's 5.6p.

Trafalgar said Kleinwort Benson, one of its financial advisers, is now marketing the hotels, which include the Ritz and the Stafford are which are valued by Trafalgar at £130m, to around 30 potential buyers. Observer, Page 15

Andrew Bolger hears the very grim message coming from British boardrooms

Companies stuck on the rocky road to recovery

STERLING's devaluation and the consequent stock market rally have tended to obscure the grim message emerging from Britain's boardrooms. UK companies have just endured a very bleak summer.

Managers, who had seen their hopes for a rapid post-election recovery fizzle out by June, said trading continued to be tough in the third quarter of the year. Although devaluation and lower interest rates do hold out the prospect of some longer-term relief, the impact is unlikely to feed through for some time.

Imperial Chemical Industries told Hoare Govett, one of its brokers, that demand was slow in July and very weak in August. Anecdotal evidence from September suggested little improvement.

Hoare Govett duly downgraded its forecast of the chemicals and pharmaceutical group's third-quarter pre-tax profits to £100m (£178m) compared with £198m for the same period last year. Mr Martin Evans, chemicals analyst at the broker, said there was limited room for improvement and downgraded ICI's full-year profits for 1992 from £780m to £680m because of poor demand.

Stockbrokers last week cut forecasts of next year's profits from Hanson, the UK conglomerate, after meeting the company.

Just before sterling's devaluation, Courtauld Textiles, the UK's second biggest textiles and clothing manufacturer, issued a stark warning on prospects for recovery, saying that "there are no signs of improvement in trading conditions".

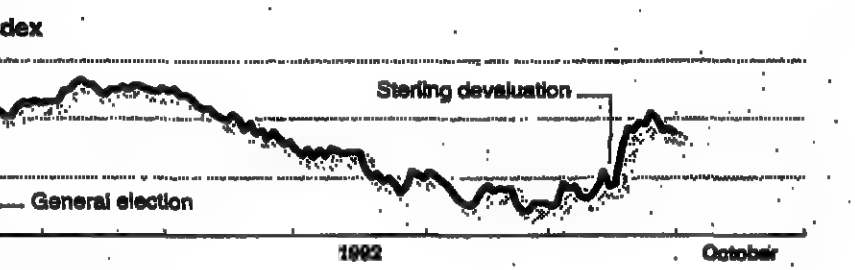
Mr Martin Taylor, chief executive of Courtauld Textiles, said his main concern had been the pressures his company would have faced next year, had the pound continued to trade near the \$2 level. He said: "There really was the most enormous squeeze looming over the hill. Obviously we are very relieved that prospect has been removed."

Retailers have also had a difficult time, with the short-lived boost in sales immediately after the election rapidly being overtaken by a plunge in consumer confidence as the unemployment outlook continued to darken over the summer months.

Britain's unemployment total rose in August to a five-year high of 2.8m. The increase in the month - at more than 47,000 - was much higher than expected. The seasonally adjusted increase was the 28th consecutive monthly rise and the largest in one month since January. Manufacturing output was flat in July month-on-month and showed no growth in the three months to the end of July.

Kingfisher, one of the UK's biggest retailing groups, said: "A good month has been followed by a bad one. Some of our markets have looked stronger only to fade away again. It is a tough world out there for retailers and it is not going to get any easier."

Mr Geoff Mulhavy, Kingfisher's chairman and chief executive, added: "If your house price has fallen, you are afraid of losing your job, and you have high levels of personal debt you are bloody well not going to go out



Interim profit results to date

	1991 full year	1992 interim results to date	Proportion of results to date (%)	1992 full-year forecast
Pre-tax profits (£m)				
Capital	-34.1	-2.2	66	+5.8
Consumer	-0.6	+2.3	28	+6.5
Industrial	-5.9	-4.2	25	+5.4
All-Share	-12.5	-0.4	34	+9.0

Source: UBS Phillips & Drew

and spend money no matter where interest rates are." Sales of new cars in August rose by only 1.7 per cent compared with the same month last year, dashing hopes that this year would mark the end of the year.

'It is a tough world out there and it is not going to get any easier'

end to the three-year decline in demand for new vehicles. Ford UK and Rolls-Royce Motors Cars have announced a total of 2,500 redundancies, following other big reductions announced by Jaguar, Aston Martin and Group Lotus.

The chain reaction caused by reductions in orders from big companies was blamed for the 33

per cent increase in business failures in the third quarter of the year. Dun & Bradstreet, the business information company, said the 46,546 failures in the first nine months of this year had already surpassed the figure for the whole of last year.

The 457-point fall in the FT-SE 100 between May and its pre-devaluation trough in August was largely fuelled by a string of negative messages from companies to analysts. The proportion of resulting changes in analysts' forecasts which were downgrades rose to 80 per cent in the late summer, according to BZW.

In spite of all these downgrades, most analysts continued to take an over-optimistic view of companies' likely performance. Even if companies will not see much benefit from a lower pound and interest rates before next year, devaluation has certainly come to the rescue of analysts, who would have otherwise had to continue downgrading.

Mr Mark Brown, market strategist for UBS Phillips & Drew, said

his house had persistently highlighted the inevitability of sterling devaluation, but had still been caught out by the speed and manner in which it came about.

He said: "The effect of early devaluation has broadly been to offset downgrades that were already in train."

Devaluation caused Mr Brown to increase his forecast of industrial profits from 10 to 14 per cent next year, following a 4 per cent average rise this year. He has left his dividend growth number unchanged at 2 per cent for this year and 6 per cent next year.

UBS Phillips & Drew stands by its market targets of 2,700 on the FT-SE at the end of this year and 3,000 by the middle of next year. But Mr Brown admits: "Our existing market targets were looking increasingly bold before devaluation occurred and have really only been salvaged by recent events. We would not choose to pour cold water on the market at this level, but the road to economic recovery is still an extraordinarily rocky one."

Sweden's companies disclosed most about their management review about strategy, the risks of business, research and development and political and economic trends. The UK came sixth.

About two-fifths of companies in the nine countries had a "mission statement" expressing their objectives, and 78 per cent had a statement of strategy.

Although 91 per cent of companies provided information on prospects, only 63 per cent set any quantified objectives.

Only US companies included statements showing management's responsibility for internal accounting control and for the financial statements.

***Full Disclosure.** A study of annual reports. Shelly Taylor & Associates, 6 Linden Gardens, London W2 4ES. 2875.

Nearly three weeks on from Black Wednesday, the UK is still without any semblance of an economic policy.

Indeed ever since sterling was forced to quit the European exchange rate mechanism, official comments have generated heat rather than shed light. The past weeks' war of words between the UK Treasury and the Bundesbank has left Britain almost as much in the dark about the future underpinnings of policy as when the 23 month-long experiment of pegging sterling to the D-Mark failed.

We do, it is true, know something about the government's intentions. A few days after sterling's float, Mr Norman Lamont, the chancellor, told fellow finance ministers in Washington that policy setting would give weight to a range of financial indicators. These would include narrow money, with the current 0 to 4 per cent growth target remaining in place, as well as broad money, asset prices (with particular reference to house prices) and the exchange rate.

The prime goal will be still to bear down on inflation. Some senior Treasury officials appear to think that an "inflation target" might be helpful in this regard.

But there has been no attempt so far to explain how these policies would work. Mr Lamont's address to the Conservative Party Conference this week will be hoped to help his political survival. He may give some policy details to the Commons' Treasury and Civil Service committee next Monday. But the Treasury's assumption after the float was that the chancellor's October 29 Mansion House speech would be the occasion to expound on monetary policy. Fiscal policy, or at least the public spending part of it, should be made clearer with publication of the Autumn Statement, probably in mid-November.

Sterling's sharp fall last

Economic policy vacuum in a floating world

week underlined the dangers in this leisurely approach to policy making. When trading ended on Friday, the pound's value against the D-Mark was about 12.5 per cent below its old DM2.78 ERM floor.

By any standard, this devaluation is substantial. It has already seriously weakened the logic of the UK moving to a floating regime instead of simply devaluing and returning to ERM disciplines. The attraction of floating was that it

of monetary conditions implicit in the latest devaluation is substantial as is the inflationary potential of the weaker pound.

In a gloomy assessment of the inflationary potential of sterling's fall, the National Institute of Economic and Social Research has calculated that a 10 per cent sterling devaluation will add 3.8 percentage points to retail price inflation in 1993, 3.7 points in 1994, 2 points in 1995 and 1.1 points in 1996.

Economics Notebook

By Peter Norman

would give the authorities an opportunity to cut interest rates and so ease a monetary policy that had come to be judged too tight at a time of prolonged recession.

Mr Lamont made full use of that freedom on September 22 when he cut British bank base rates by a full percentage point to 9 per cent from 10 per cent. On that day, the pound actually gained slightly to close at DM2.545 in London. After a week of trading insults between London and Frankfurt, it closed on Friday at DM2.43, for a loss of 11.5 pence. As a result, the next move in interest rates could be up rather than down.

At one time, the Treasury had a rule of thumb that equated a 10 per cent devaluation to a 2.5 percentage point base rate cut. This is now fairly disowned in mid-November.

With next Friday's announcement of the retail price index expected to show UK inflation in September was running at an annual 3.5 per cent, the NIESR's calculations would suggest that Britain is again on the threshold of rising prices.

But if the past two years have taught anything, it is to beware of econometric models. There is a strong belief among economists that inflationary pressures are especially subdued.

Mr Michael Saunders, UK economist of Salomon Brothers in London, argues that the government has chosen a good time to devalue. The recession should prevent higher import costs being passed on in full to the consumer and there is no strong inflationary pressure from commodity prices.

Mr Douglas McWilliams, the CBI's chief economic adviser

believes a 10 per cent sterling devaluation might add 1 to 1.25 percentage points a year to retail price inflation. In that case, RPI inflation could stabilise in the 3 to 4 per cent range for 2 years or so rather than rise.

Some optimists see similarities with the early 1980s when sterling fell sharply, interest rates declined and inflation moved downwards - albeit unevenly - until the middle of the decade. This parallel cannot be taken too far, however. Sterling was less obviously overvalued before Black Wednesday than in the early 1980s.

So if the chancellor would be unwise to let policy drift for too long, what, credibly, can he do?

The government, having sunk all its eggs in the ERM basket, and having failed to live up to its promise to defend successfully the pound's parity, is left asking the nation to take its ability to manage the economy on trust. Britain's recent history is reason enough not to do so.

It is likely that the government will seek to target at least some of the financial indicators identified by Mr Lamont. But some senior policy makers have already concluded that to make that move credible, there will have to be a more open discussion of policy options so that they can be debated and tested by government insiders and outsiders.

Such a development, for example, would mean that the UK could never again go into the ERM at a central rate of DM2.95 without any rational discussion of the merits or demerits of the rate.

In a nation as obsessively secretive as Britain any move that made economic policy making more open and accountable would be a significant advance. It would be the one good thing to emerge from what otherwise has been a catastrophic failure of government.

Bankers cautious on Italian debt buy-back

By Heig Simonian in Milan

BANKERS have reacted with cautious interest to the Italian government's plan to use the proceeds from privatisation to buy back state debt.

The aim would be to reduce what some prominent bankers call the "black hole" of government debt. The cost of servicing debt accounts for most of the state's financing needs.

A new fund would receive proceeds from all planned privatisation issues, excluding those where the receipts are destined to reduce the debts of heavily-borrowed state holding companies selling their subsidiaries. Proceeds from the disposals of Credito Italiano, the bank controlled by the Iri state holding company, and Nuovo Pignone, the engineering group owned by the public-sector Eni energy and chemicals concern, would not be put into the new fund.

Receipts would be used to shore up the balance sheets of Iri and Eni. The fund will also receive cash from future dividend payments by Iri, Eni, Enel and Ina, the four public sector concerns recently transformed into joint stock companies.

Bankers are now keen to know what bonds would be withdrawn via the new fund, and whether paper would be bought at market or nominal prices. Italy issues a wide range of debt, varying from fixed-rate three-month treasury bills to 10-year bonds and shorter-maturity floating-rate issues. Current market rates are often well below nominal prices.

Satisf ACTION



For 170 staff at Howard E. Perry, the steel stockholding company's need to expand nearly led to a full scale relocation. Happily, a City Grant by the Black Country Development Corporation enabled the company to reclaim the land adjoining its Willenhall factory and build a 48,000 sq ft landscaped extension - a 40% increase in warehouse capacity. Equally importantly, it gave the company the satisfaction of retaining the workforce which had made the expansion possible. An outcome which gives us real job satisfaction, too.

BLACK COUNTRY DEVELOPMENT CORPORATION
TELEPHONE: 021-511 2000. FAX: 021-544 5710/021-552 0490
But actions speak louder than words; for more details of opportunities in the Black Country, return this coupon to: Linda Clement, Black Country Development Corporation, Black Country House, Rounds Green Road, Oldbury, West Midlands B69 2DG

Name	Position
Organisation	Address
Postcode	Tel

COMPANIES AND FINANCE

German insurance competition heats up

David Waller reports on the battle for market share ahead of deregulation in 1994

When in March this year Germany's federal cartel authorities ruled that Allianz should scale down its 22.3 per cent stake in Dresdner Bank, the move was seen as an attack at the very heart of the German financial and industrial establishment.

Last week, the Bundeskartellamt backed down, saying there was no need for Allianz - Europe's largest insurance group - to sell a single share in Dresdner, the second biggest bank in Germany.

It was a dramatic U-turn, and it leaves the Allianz/Dresdner axis intact as a powerful new force in German banking and insurance. Its influence consolidated through a network of shareholdings in large industrial companies.

As the Berlin-based cartel authorities explicitly recognised in reversing their earlier judgment, competition in the German insurance market - the largest in Europe with premium-income of DM168bn (\$87.2bn) last year - is intensifying ahead of deregulation. A series of European Community Directives, aimed at freeing up insurance markets, must be adopted by member states by 1994.

Two large, financially strong companies have moved aggressively into the German market in the last six months. One is Assurances Générales de France (AGF), which has

recently fought and won a complex battle to have full voting rights accorded to its 25 per cent stake in Aachener und Münchener Beteiligung, Germany's second largest insurance group.

The other is the Deutsche Bank, Germany's biggest bank and rival to Allianz as Germany's most powerful industrial/financial complex.

In July it bought a 30 per cent stake in Gerling-Konzern Versicherungs-Beteiligungs, the biggest privately-owned insurance company in Germany, with premium income of DM10bn. It followed this last month with the purchase of a majority holding in Deutscher Herold Versicherungen, another privately owned group.

The bank has said it will respect the wishes of the vendors and not disclose any financial details. Speculation suggests that the bank paid between DM1bn and DM1.5bn for the Gerling stake, and around DM500m for control of Herold.

Mr Georg Krupp, the Deutsche main board director responsible for the bank's insurance activities, said that most of the press reports about the prices paid had been wide of the mark - but declined to give any clue as to the actual figures.

AGF's motivation for closer co-operation with Aachener is clear - it wants to establish a bridgehead into the German



Georg Krupp: keeping bank's customers happy

market. From the point of view of the German bank, Mr Krupp, the Deutsche Bank chief executive, explained last month that the Herold deal was a means of diversifying its private client business. The 30 per cent stake in Gerling - predominantly an industrial insurer - was a "financial participation", not an excursion into mainstream insurance.

Despite these innocuous explanations, the German press has been alive with stories about an impending battle of the giants between Deutsche on the one hand and Allianz/Dresdner on the other, a battle complicated by the fact that Deutsche and Allianz both own 10 per cent stakes of each other.

From his eyrie towards the top of one of the Deutsche Bank twin towers in the heart of Frankfurt's financial district, Mr Krupp dismisses talk of a "battle of the giants". "It has never been our aim to build up an insurance group," he says, "and it will not be in the future either. Our goal is not to set ourselves up as a competitor to Allianz, but to serve our retail customers better."

Mr Krupp says that Deutsche Bank has long realised that in order to keep its 4.5m retail banking customers happy, it must offer more than straightforward banking products. And in order to market its expanded product palette more effectively, it must do more than operate its network of 1,500 bank branches: it must open up new channels of distribution.

The first step in this strategy was to open up a housing finance subsidiary, followed by the founding of a life insurance business in 1989. Mr Krupp says that the recent acquisitions - especially the Herold purchase - have enabled the strategy to be developed more quickly and cost-effectively than if the bank had relied on organic growth alone. Herold brings the bank a tranche of new life and other personal business, as well as access to new distribution channels via a network of itinerant salesmen.

By contrast, the purchase of

the Gerling stake is less easy to explain. As a pure financial investment, it makes little sense, analysts say - especially at a time when Deutsche takes pains to stress that the assets locked up in its other industrial holdings could better be deployed in the mainstream banking business.

From an operational point of view, the synergies are small in relation to the outlay. It is involved in life insurance and other personal sectors, but the bulk of its business is with companies, not private individuals.

Some analysts worry that the acquisition of the 30 per cent stake could be a stepping stone to a full purchase - "worry", because Deutsche bankers do not necessarily have the expertise to manage the business, and because the company is said to need large injections of capital to make it fully competitive over the longer term.

There is no clarification on this from Deutsche: asked whether the bank has plans to buy the entire company Mr Krupp replies cryptically: "Fantasy knows no bounds." Closer co-operation cannot be ruled out, he says.

One fantasy which may yet become a reality is that of Allianz/Dresdner and Deutsche Bank battling it out in the liberalised insurance markets of the mid-to-late 1990s.

Linux print group heads for market via placing

By Peggy Hollinger

LINX Printing Technologies, the Cambridge-based maker of ink-jet printers, is to make its stock market debut on October 15.

Linx will be introduced through a placing by Morgan Grenfell and is expected to have a market value of about \$20m. It is unlikely that the prospective price/earnings ratio will be any lower than that of its larger rival, Domino, at about 16 times.

After the placing the nine-member board will hold more than 50 per cent of the shares.

The company will publish a pathfinder prospectus tomorrow showing an 87 per cent jump in pre-tax profits to \$1.6m for the year to June 30. Sales were 95 per cent higher at \$10.5m. Earnings per share of about 9.07p compare with 5.14p last time.

A strong position in the more recession-resistant foods and pharmaceuticals sectors helped UK profits increase by 80 per cent last year, according to managing director Mr Michael Keeling.

Mr Keeling, one of the company's founders, said Linx intended to use the placing proceeds for acquisitions.

Linx plans to expand its presence in the production line application of ink jet process. For example, in identifying stocks held in warehouses or incoming supplies.

The company believed worldwide sales of continuous ink jet printers would grow by 10 per cent per annum over the next few years.

Brierley extends Gibbs Mew offer

By Peggy Hollinger

BRIERLEY Investments Limited, the New Zealand investment company which has made a hostile \$11m bid for Gibbs Mew, has extended its offer for the Salisbury-based brewer until October 9.

That is the date of an extraordinary meeting for Gibbs shareholders to vote on the proposed purchase of drinks distributor UK D.

Brierley said that if the \$2.3m purchase was approved, it would drop its 200p bid for Gibbs.

In a document posted to Gibbs shareholders last week, BIL said the acquisition of UK D would be "a serious mistake which could seriously damage Gibbs Mew".

It urged shareholders "whether or not they wish to accept the BIL offer" to vote against the acquisition.

Brierley launched its bid for Gibbs, which is almost 60 per cent controlled by the Gibbs family, in August. The New Zealand company holds 19.7 per cent of Gibbs Mew.

Before the bid was launched, rumours had circulated the market that Gibbs was planning an acquisition on the drinks side of its business. It has been suggested that a growing dispute between the Gibbs family and BIL over the acquisition led to the New Zealand company's offer.

However, the board and family members representing 55.5 per cent of Gibbs' shares have rejected the offer.

Nathu Puri buys Conder Structures from receivers

By Peggy Hollinger

MR NATHU Ram Puri, chairman of the private conglomerate, Melton Medes, has purchased Conder Structures, the structural steel business of Conder Group, from receivers.

Mr Puri refused to reveal the cash price, although he said it was a "significant seven-figure sum".

Conder Group was placed into administrative receivership last month following the announcement of \$22.6m in pre-tax losses for 1992. The company is believed to have suffered \$31m in losses on two contracts last year, from which it never recovered.

Conder Structures, which employed 337 people before the

receivership, had sales of \$40m in 1991. Mr Puri said he expected to retain between 50 and 150 jobs.

Mr Puri, who is contesting a high court action by members of two pension funds controlled by Melton Medes, said he was considering the option of not having a pension scheme for employees of Conder Structures.

The case against Melton Medes Pension Trustees and MFM Fund Management, the funds' trustees, is expected to come to court next month. It was launched by the Graphical Paper and Media Union in an attempt to obtain information about the investment of scheme assets and in an effort to appoint a judicial or independent trustee.

ADT to sue over stake taken in Lep

ADT, the security group which has written off \$65m on its 27 per cent stake in Lep Group, is suing Lep and four of its present and former directors, writes Jane Fuller.

The court action is being pursued in the US by an ADT subsidiary called Itoba. It has complained that ADT relied on misleading public statements when it bought shares in Lep in 1990.

Last year Lep, the freight forwarding and security concern, incurred a loss of \$335.1m after \$219.4m of exceptional and extraordinary charges. The biggest write-off was the entire US property portfolio, previously valued at \$93.1m.

The group said to more than \$500m of net debt and \$109m of negative shareholders' funds.

With company director Mr David James installed as chairman, a rescue package has been negotiated entailing about 25 banks swapping \$180m of debt for 85 per cent of the restructured company.

Sun Hung Kai 40% ahead

By Simon Holberton in Hong Kong

SUN HUNG Kai Properties, one of Hong Kong's leading property developers which is controlled by the Kwok family, yesterday posted a 40 per cent increase in profits to HK\$4.68bn (\$304.5m) in the year ended June, 1992.

Profit was struck on a 22 per cent increase in turnover to HK\$10.68bn from HK\$8.77bn in 1991-92.

A final dividend of 75 cents is to be paid, making HK\$1.14 for the year - up 18.75 per cent on the previous year's total payout. There was also a cash bonus of 15 cents a share, the same as last time.

Mr Walter Kwok, the com-

pany's chairman, said he envisaged satisfactory growth in the coming year and that dividends would increase accordingly.

Sun Hung Kai has one of the biggest land banks in Hong Kong. During the year it acquired 27 sites for development with an aggregate gross floor area of 4.45m sq ft. Its total land bank exceeds 37m sq ft.

This year marked a change in strategy. In July it raised HK\$3.3bn through a placement of shares to fund property investment in China.

The company said it intended that 10 per cent of its future business should be generated from works in China. It is pursuing investment oppor-

tunities in Beijing, Guangzhou, Shanghai, Shenzhen and Hainan Island.

"The group will adopt a selective approach and will concentrate on high quality real estate and related projects," it said.

The company added that the remaining 90 per cent of its business would be in Hong Kong, split 80/10 between property and non-property interests.

It said an independent assessors valued its stock of 12.6m sq ft of completed investment properties in Hong Kong at HK\$34.3m, compared with a valuation of HK\$18.5m placed on 10.5m sq ft of completed property a year earlier.

Finance package for Westminster Scaffolding

Westminster Scaffolding has completed negotiations to withdraw totally from its property development interests.

It also unveiled proposals for a debt restructuring and an underwritten offer to raise \$2.5m net to finance future growth.

The directors said the proposals would put the group on a "sound financial footing" and enable it to concentrate on its principal business of scaffolding.

The Midland Bank is to subscribe in cash at par for 12.5m new ordinary shares, representing 24.83 per cent of the enlarged share capital.

The proceeds will be used to reduce the company's debt to the Midland which at September 17 stood at some \$2.54m.

Following implementation of the proposals debt to the Midland will remain at \$1.14m. The bank has agreed to provide a continuing overdraft facility up to a maximum \$1.15m for an initial 12 months.

The cash call is of 1.6m units at 120p per unit cash. Each unit comprises one A share of 1p to be issued at par; 43p nominal of variable rate stock to be allotted at 42p; 77p nominal of 10 per cent convertible secured loan stock 1995 to be allotted at 77p; and warrants to subscribe for 3.75m ordinary shares for which no specific consideration is payable.

Qualifying shareholders can subscribe for one unit for every 10 ordinary shares held.

The group also reported pre-tax losses of \$3.41m (\$22,000) for the year to October 31 1991 after exceptional provisions of \$24,000 (\$482,000) and losses of \$524,000 (\$294,000) for the six months ended April 30 1992.

The USM-quoted group is also proposing the appointment of Mr Michael Pelham as chairman following the annual meeting later this month. The present chairman, Mr Tom Greenham, intends to step down but remain chief executive.

Quebecor in bid for three French printing plants

By Robert Gibbens in Montreal

QUEBECOR, North America's second biggest commercial printer, said it is negotiating to buy three printing plants in France, including one formerly owned by Maxwell Communication.

Mr Pierre Peladeau, Quebecor chairman whose holding company includes Canada's second largest circulation daily newspaper, said the plants would form a base for a big foray into European printing.

He said Quebecor had already made a bid for Imprimerie Cinq Des Ducs, of Blois, a magazine printer with annual sales of around US\$150m (\$27.2m). If the deal goes through, production at the Blois plant would be

rationalised.

Mr Peladeau said he is also looking at a UK printing business with a view to a purchase.

Quebecor acquired Maxwell Communication's US printing business two years ago for US\$610m.

The company now operates 57 plants in North America, including Mexico. Printing accounts for half the group's annual sales of around US\$2bn.

Inco is meeting union officials at its Sudbury and Thompson nickel mines and processing plants today to announce cost-cutting moves to offset declining metal prices.

The unions say Inco will cut the work week from five to four days, but insisted they offered alternatives. Extended Christmas shutdowns are also possible.

Losses mount at Reed Executive

By Tim Burt

The performance of Reed Executive, the loss-making employment agency, worsened in the first half of 1992 with losses reaching \$2.7m, a 14 per cent increase on the same period last time.

The family-controlled Reed board, chaired by Mr Alec Reed, said the poor results meant the company was unable to pay an interim dividend. Mr Reed said there were signs of a tentative recovery although turnover fell 7 per cent to \$40.5m in the 26 weeks to June 28.

He added that there had been an upturn in demand for temporary office workers and that margins were slowly moving back towards previous levels - Reed last made a profit in the first half of 1990-91.

Mr Reed said: "We are still trading at a loss and expect to do so for some time yet."

Concern at the mounting losses prompted the chairman and executives to take pay cuts of up to 42 per cent earlier this year.

LAC MINERALS LTD.



Michael Smyth

Lac Minerals is pleased to announce the appointment of Michael Smyth as Treasurer. Mr Smyth will be responsible for managing the financial exposures of the Company and its subsidiaries, including metal hedging, foreign exchange, commercial paper and investments. He reports to D.S. Robson, Vice President, Finance.

Mr Smyth previously held the position of Manager, Treasury Operations for the Company. Toronto-based Lac Minerals Ltd. mines gold, copper, zinc and aggregates throughout North and South America.

Ramco Oil in Azerbaijan deal

Ramco Oil Services, in partnership with Pennzoil company of Houston, has signed an oil production agreement with the Azerbaijan authorities which the Aberdeen-based oil services company says will have a "very significant impact" on its performance next year.

Subsidiary Ramco Energy and Pennzoil have won rights to develop the Guneshli Field in the South Caspian Sea which has an estimated 1.4bn barrels of recoverable oil remaining.

Ramco will take 10 per cent of the profits until Pennzoil has recovered development costs, after which Ramco's share will rise to 17.5 per cent.

CST Emerging Asia to dismiss fund managers

THE BOARD of CST Emerging Asia Trust said it intends to dismiss Jupiter Tyndall, its fund managers, writes John Anthers.

Jupiter Tyndall has a 29.9 per cent stake in CST, and yesterday proposed the appointment of three new directors to the board. Mr Michael Seal, chairman of CST, said yesterday that this would create "an unacceptable risk of conflict of interest".

He said: "Jupiter Tyndall's resolutions amount to an attempt to gain control of the company's board without making an offer of shares."

The CST board said that Jupiter Tyndall's performance as an investment manager in

recent months had been poor, and that the company had been "consistently inflexible" in its approach to negotiation.

Mr Seal said that the board had therefore given Jupiter Tyndall 12 months' notice of termination of its contracts as investment manager and administrator. The board is also proposing a special resolution to wind up the company at next year's annual general meeting - three years before it had been planned to do so.

The board made it clear that it was reluctant to shorten the life of the trust by three years, but believed the measure would reduce the current discount of the share price to net asset value per share.

Cross-border M&A deals in publishing decline

By Raymond Snoddy

Cross-border merger and acquisition activity in the publishing industry, has seen a dramatic decline, according to a survey by KPMG Peat Marwick, the international consultancy firm.

In 1989 there were 106 acquisitions worth \$5.35bn (\$9bn) in newspapers, books, periodicals and printing.

In the six months to June 1992 there were only 23 acquisitions worth \$56m.

Mr Richard Patterson of KPMG said the common view in the 1980s that international multi-media groups were the way forward had fuelled an acquisition boom.

"The companies which won the takeover battles were often the ones that lost out in the long run: now they are burdened with debts and seeing

the value of their acquisitions plummet," Mr Patterson said.

The recent announcement that Reed International and Elsevier, the Dutch international publishers intended to merge was strong confirmation that a longer running trend towards greater international integration in the publishing industry was continuing.

In the four and half years to June 1992 the UK was the top purchaser in the industry by a wide margin with 145 deals worth a total of \$6.958bn.

More than half of that was, however, accounted for by 22 deals done by the late Mr Robert Maxwell.

The UK was also the second largest seller of publishing companies with 39 deals worth a total of \$1.76bn. But Britain was a long way behind the US which had 156 deals worth \$13.6bn.

Ash & Lacy margins under pressure

Pressure on margins pushed pre-tax profit of Ash & Lacy, the West Midlands-based galvanising and metal pressings group, down 14 per cent in the six months ended July from \$2.31m to \$1.97m on increased turnover of \$25.72m (\$27.83m).

Mr David Fletcher, chairman, said that despite the continuing effect of the recession, cash flow remained good and the balance sheet healthy. With strong presence in each of its major markets, the company remains well positioned.

Earnings fell to 5.09p (6.04p). The interim dividend was maintained at 2.5p.

INTERNATIONAL TELECOMMUNICATIONS

The FT proposes to publish this survey on October 15 1992. The Financial Times is read by 54% of Chief Executives in Europe's largest companies.* If you want to reach this important audience, call Alicia Andrews Tel: +44 (0)71 873 3565 Fax: +44 (0)71 873 3062

Data source: * Chief Executives in Europe 1990

FT SURVEYS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Kraft General Foods (US)	Freia Marabou (Norway)	Confectionary	\$870m	Agreed bid
British Airways (UK)	USAir (US)	Airlines	\$430m	Stake plans postponed
ICI (UK)/DuPont (US)	Aspet swap	Chemicals & fibres	\$420m	EC approves conditionally
Tate & Lyle (UK)	Alcantara Sociedade de Empreendimentos Acaucareiros (Portugal)	Sugar refining	\$24m	Stake now 97%
Tate & Lyle (UK)	Wolgen Manufacturing Partnership (US)	Biotechnology	\$13.7m	Buying out partner
Hongkong Land (HK)	Trafalgar House (UK)	Engineering & property	\$175m	Seeking up to 29.99%
EMI Music (UK)	Sparrow Corp (US)	Recorded music	n/a	Chinward Christian singers
Guinness Peat Aviation (Ireland)/Air Ukraine (Ukraine)	Air Ukraine International (Ukraine)	Airlines	n/a	GPA contributes financing
Philips (Holland)	Kondo Sylvania (Japan)	Lighting	n/a	70% stake planned
Johnson Matthey (UK)	Alta (US)	Titanium production	n/a	Strengthening market position

The week's international merger and acquisition activity saw the renewal of one major trend and the possible continuation of another, writes Brian Bollen.

The biggest deal of the week saw hostilities renewed in the international chocolate war. The offer by Kraft General Foods of Freia Marabou of Norway, continues the consolidation and concentration of the industry over the past five years.

If it succeeds, the combination of Freia, Kraft and Jacobs Suchard, through which the offer is being made, will create Scandinavia's leading branded confectionery group. The deal needs government approval and could be blocked by the Hershey group which has an 18.6 per cent stake.

Elsewhere, the week had a distinctly oriental flavour. The biggest new UK development was the swoop by Hongkong Land for up to 29.99 per cent of debt laden but asset rich property developer Trafalgar House.

The move could be described as another example of a Kewick-controlled British Hong Kong company preparing for 1997 by going home, an attempt to asset strip or a way to unlock shareholder value, depending on one's point of view.

Dutch electronics group Philips is preparing to manufacture lighting products in Japan for the first time, by taking a 70 per cent stake in Kondo Sylvania from GTE Sylvania of the US.

The week's developments in the international airline industry saw renewed efforts in the US to stop British Airways taking its planned stake in USAir, and Ireland's Guinness Peat Aviation create a joint venture with Air Ukraine.



Der Anspruch von heute:

Weniger Worte, mehr Inhalt.

Viel geschrieben und wenig gesagt: passé. Man will schneller zum Kern der Dinge. Statt immer mehr Volumen - Reduktion auf das Wesentliche. Die Inhalte. Das gilt auch für eine Tageszeitung, die nicht nur aktuell, sondern anderen voraus sein will.

Weil sich die Welt verändert, verändert sich die Welt.

DIE WELT

Ab 15. Oktober neu

INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Borrowers putting their faith in the US dollar

THE US dollar surged back to centre stage in the international bond market in the third quarter of this year as European currency markets wavered, then cracked under the pressure of the ERM.

Figures for the three months to the end of September show the huge reliance now being placed by borrowers on the US currency. Some \$31.2bn of Eurodollar bonds were issued, 56 per cent of the total amount raised on the international markets. After the steady decline of the Eurodollar bond — it accounted for more than half of all borrowing in 1989, but had shrunk to only 31 per cent by last year — the renaissance has been startling.

Against the background of low US interest rates, the use of the currency has been all the more notable. Hence the renewed interest in "coloured" floating-rate notes, typically offering a minimum coupon of 5 per cent, of which more than \$8bn have been issued in recent weeks. However, interest in these bonds in the secondary market will evaporate quickly should US rates climb back above 5 per cent.

All the signs now point to further use of the dollar, along with the other traditional currencies for international borrowing — the D-Mark and the yen.

The Ecu, a putative international reserve currency earlier this year,

TOP EUROBOND BOOK RUNNERS

Manager	First nine months 1992				First nine months 1991			
	Stn	Rank	% Issues	% Assets	Stn	Rank	% Issues	% Assets
Deutsche Bank	16.81	1	8.18	67	9.74	5	5.14	81
Nomura Int. Group	14.62	2	7.20	69	17.50	1	9.40	99
Crédit Suisse/CSFB	12.77	3	6.28	57	13.01	2	8.17	59
Merrill Lynch	10.51	4	5.17	44	7.81	8	4.18	29
Goldman Sachs	10.12	5	4.98	35	7.53	9	3.98	38
Paribas	10.04	6	4.94	38	10.77	3	5.86	26
UBS	9.09	7	4.47	39	8.86	11	3.62	28
Morgan Guaranty	8.37	8	4.12	30	5.87	14	3.16	31
Daiwa Securities	7.13	9	3.51	33	10.80	4	5.60	20
Nikko Securities	7.04	10	3.47	42	7.22	10	3.81	60
Yamaichi	6.30	11	3.10	43	6.85	7	4.67	62
IBJ	5.47	12	2.98	19	4.82	16	2.44	21
CSF	5.05	13	2.49	17	3.12	19	1.65	10
Shearson Lehman	4.36	14	2.44	25	1.40	31	0.73	8
Swiss Bank Corp.	4.45	15	2.19	24	6.41	12	3.38	25
Solomon Brothers	4.33	16	2.13	21	5.65	15	2.99	17
Morgan Stanley	3.58	17	1.96	20	0.95	8	4.73	15
Dresdner Bank	3.81	18	1.88	16	3.24	17	1.71	20
Crédit Lyonnais	3.79	19	1.87	17	2.26	20	1.54	14
ABN-Amro Bank	3.07	20	1.51	18	0.65	38	0.34	24
Industry totals	1204.02				1032		190.16	1026

† Preliminary figures. Full credit to book runner

Source: IFT International

has been stopped dead in its tracks. Nearly 55 per cent of all international bond issuance last year was undertaken in the Ecu. Over the last three months, due to the Danish vote on the Maastricht treaty in June, that proportion has fallen to less than 1 per cent.

Other "fringe" European currencies, which had become popular as investors looked for ways to trade on the convergence of European

bond yields, have also lost their appeal. And the Canadian dollar — another popular currency, accounting for nearly 10 per cent of bonds issued last year — is unlikely to be taken up again until there is a clear end to Canada's constitutional uncertainties.

Ironically, it is the European countries which have suffered most in the upheaval of the ERM that are likely to be the biggest borrowers in

the dollar, D-Mark and yen in the months ahead, for three reasons.

First, they have yawning fiscal deficits to finance. Continuing recession in several European countries has depressed tax revenues and pushed up social security payments. Investors are only half persuaded by the recent efforts of countries like Spain and Italy to hold down their deficits, a fact which has helped to fracture ERM.

Second, the interest of international investors in the domestic bond markets of these countries has shrunk. That leaves countries with the prospect of borrowing more from domestic savers, thereby pushing up long-term interest rates, or borrowing in foreign currencies. Doing the latter could also help to persuade international investors of their will not to devalue, something from which Italy benefited as it announced new foreign currency borrowing plans last Thursday.

Third, a range of countries, from Scandinavia to Italy, Spain, the UK and Ireland, have either seen their foreign currency reserves fall sharply as a result of intervention in the exchange markets, or face the prospect of repaying the Bundesbank in D-Marks for its own support of their currencies. Either way, the need to borrow in D-Marks has risen sharply.

The trouble is, the credit standing

of several of these countries has been declining sharply. Last week, Moody's Investors Service, the US rating agency, said it was considering downgrading both Spain and Sweden. Sweden, a top-rated name until the beginning of 1991, is currently classed A1, while Spain is A2. They could be set to follow Italy, which fell to A3 this summer, perilously close to the single-A status which would push it outside the ranks of general acceptability in the investment world.

Demand for European currencies, including the D-Mark, accounts for Deutsche Bank's position as the most active bookrunner in the Eurodollar market in the first nine months of this year. It took the lead in 8.2 per cent of the \$204bn raised.

Mr Roger Bates, of Deutsche Bank in London, says that demand for Eurobonds could be weak in the near future as investors concentrate on reducing their currency risks.

That could raise the cost of borrowing in the international bond market still further, after a rise in yields which has already been noticeable in the past fortnight.

However, Mr Bates adds: "When things stabilise, they [investors] will start to think of performance again" — leading to renewed interest in Eurobonds.

Richard Waters

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
GECCO (a)	100	2003	10.25	(a)	100	K.Pearbody/Paribas	-
Südwestdeutsche L&K (a)	130	2004	12	(f)	100	Merrill Lynch Int.	-
Banco Nacional de Chile (a)	50	1994	2	11	95.36	Swiss Bank Corp.	11.25%
Kingdom of Denmark	500	1997	8	5.5	98.34	Daiwa Securities	5.55%
Republic of Argentina	250	1997	8	6.25	100.06	CSFB	6.25%
JOC Corp. (a)	100	1998	4	(f)	100	Nikko Europe	-
JOC Corp. (a)	100	1997	5	(f)	100	Nikko Europe	-
Chiyoda Corp. (a)	270	1998	4	1.5	100	Nomura Int.	-
Samsung E&M Co. (a)	300	1997	4	4.25	100	Goldman Sachs Int.	6.44%
Pohang Iron & Steel	300	1997	5	6.375	98.89	Goldman Sachs Int.	6.44%
STERLING							
NEFC (a)	82.5	2007	15	7.75	100	BZW	-
AUSTRALIAN DOLLARS							
BNP (a)	50	2002	9.75	0	99.2	Hamilton Bank	9.17%
D-MARKS							
Kamijima Co. (a)	300	1998	4	4.125	100	Nomura BK (Deutsch.)	-
San Paolo (Ldn) (a)	150	1997	5	(a)	100	San Paolo (Prt)	-
Crédit Suisse/Guerrini	900	2002	10	0	50.1	CSFB Effortbank	7.10%
Republic of Ireland	800	2002	19	7.75	102.25	Dresdner Bank	7.42%
Montreal Urban Community	130	2002	10	8.125	102	Bayerische LB	7.52%
Bayerische LB Int. Lm.	300	1997	5	7.5	101	Bayerische LB	7.52%
Grand Tamaokoshi (a)	20	1997	5	(a)	100	DKS (Deutsch.)	-
GUILLERDS							
Electricité de France	200	1998	8	7.875	100.7	ABN AMRO	7.85%

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
SCHILLINGS							
Republic of Finland	10m	2002	10	6.25	101.25	Creditanstalt	6.08%
SWISS FRANCES							
Nomura Panton Ring (a)	50	1998	4	3.375	100	Crédit Suisse	-
Miyajiri Iron Works (a)	30	1996	4	3.375	100	Swiss Volksbank	-
Yamato Steel (a)	40	1995	4	3.375	100	Nomura BK (Switz.)	-
Shinobu Foods (a)	40	1996	4	3.25	100	Nomura BK (Switz.)	-
Daito Gyorui Co. (a)	25	1996	4	3.25	100	Nikko BK (Switz.)	-
La Poste	150	1997	5	6.5	101.5	UBS	6.14%
Kiyo Co. (a)	80	1996	4	3.125	100	Bank Lau	-
City of Stockholm	150	1999	7	6.5	101.75	Banca del Gottardo	6.19%
Kellogg	75	1997	5	6.75	101.25	UBS	6.49%
Kellogg	50	2002	10	5.625	101.75	UBS	6.38%
LUXEMBOURG FRANCES							
Crédit Comm. de France	1.5m	2002	10	6.75	102	BGL	6.44%
Crédit Romagnolo (a)	300	1995	2.56	9.75	102.3	Kreditbank	8.88%
Goldman Sachs Group (a)	100	1997	5	9	101.37	Banque UCL	8.50%
Tractebel Invest Int.	10	2002	10	0	101.75	Crédit Europeen	8.37%
Crédit Lyonnais Paris	10m	2002	10	6.75	102.25	Crédit Lyonnais Lux.	6.40%
BFCE (a)	10m	2002	10	6.75	102.06	BGL	6.43%
CSFB Finance (Neth.)	2.5m	1998	6	9	102.15	Crédit Europeen	6.52%

Electronic Office

How to get more from your investment in I.T. . . .

ELECTRONIC OFFICE

The Executive IT Briefing, published every fortnight.

systems and downgrading — the practice of replacing mainframes and minicomputers with smaller systems. Electronic Office is the vital information source for the decision makers.

If you want to make the most of your investment in information technology, request the latest issue of Electronic Office today. We will send it to you FREE with our complimentary. Attach your business card to this advert or contact:

Douglas Currie,
Financial Times Newsletters,
Tower House,
Southampton Street,
London WC2E 7HA, U.K.
Tel: 071-240 5091.
Fax: 071-240 7946.

FINANCIAL TIMES

07/25

Prices for electricity generated for the purposes of the electricity trading and settlement arrangements in England and Wales					Prices for electricity generated for the purposes of the electricity trading and settlement arrangements in Scotland, Northern Ireland and the Channel Islands				
Period		1st half 1992		2nd half 1992		1st half 1991		2nd half 1991	
1st half 1992	2nd half 1992	1st half 1991	2nd half 1991	1st half 1990	2nd half 1990	1st half 1989	2nd half 1989	1st half 1988	2nd half 1988
0000	17.48	17.70	17.70	0000	17.48	17.70	22.18		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	17.70	17.70	0000	17.48	17.70	17.70		
0000	17.48	1							

22 **WORLD STOCK MARKETS**

CANADA

Index	Stock	High	Low	Close	Change	Sales	Stock	High	Low	Close	Change	Sales	Stock	High	Low	Close	Change
TORONTO																	
4 pm close October 2																	
Quotations in cents unless marked S																	
150000	Canada S	517 1/2	515	515	1/2	5000	Laurent Co	54	53	54	0	34800	Scopex R	112	110	111	1
22000	Canadian	450	450	450	0	4300	Lithco	10 1/2	10 1/2	10 1/2	0	6100	Scotex R	112 1/2	112 1/2	112 1/2	0
22000	Growth S	120	125	125	5	25000	Lubron	17 1/2	17 1/2	17 1/2	0	64000	Scotex S	32 1/2	32 1/2	32 1/2	0
81000	Danison A	23	28	22	-3	141700	Manitoba	53 1/2	53 1/2	53 1/2	0	13300	Sherrill A	54 1/4	54 1/4	54 1/4	0
70000	Danison	200	200	200	0	90500	Manitoba B	17 1/2	17 1/2	17 1/2	0	27000	Sherrill G	57 1/2	57 1/2	57 1/2	0
240000	Danison Ltd	58 1/2	58 1/2	58 1/2	0	41000	Manitoba S	28 1/2	28 1/2	28 1/2	0	16000	Sherrill S	54 1/2	54 1/2	54 1/2	0
4100	Danison Ltd	54	54	54	0	2400	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
2900	Du Pont	360	360	360	0	1300	Manitoba S	22 1/2	22 1/2	22 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
70000	Dunlop	360	360	360	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
28000	Empire M	52 1/2	52 1/2	52 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
6000	Empire Ltd	52 1/2	52 1/2	52 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
2200	Empire	11 1/4	11 1/4	11 1/4	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
24000	Empire	11 1/4	11 1/4	11 1/4	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
100	FFI Ltd	320	320	320	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
3600	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
13700	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
100	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
2500	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
2500	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0
2500	Falconbridge	11 1/2	11 1/2	11 1/2	0	2200	Manitoba S	21 1/2	21 1/2	21 1/2	0	27000	Sherrill S	54 1/2	54 1/2	54 1/2	0</

	Data	1,735,000	99%	%	New High	30	52	37	JSE MIDCAP 12/9/78	1,888.40	11,774	762.47	41,700	4	48,970	490	271.2	12/10
						30	52	43	BOUTY KENEDY*								439.07	12/10
									Marc Corp Ex. 14/1/80	513.22	508.76	513.02	514.11	641.48	629.82		554.07	12/10
									SPAM									
									MacB SE 10/12/80	186.26	186.01	192.95	193.62	266.51	238(2)		186.01	12/10
									SWEDEEN									
									Akershamer Cl. 12/1/78	681.2	680.8	676.6	654.1	1014.50	111/20		654.10	12/10
									SWITZERLAND									
									Sch. East Ind 12/12/78	842.1	846.8	844.1	847.6	881.49	121/20		748.50	12/10
									SBC Genl 11/4/77	630.0	639.8	638.4	640.5	682.30	111/20		796.40	12/10
									TAYWAN**									
									Washed Price 10/10/80	3717.71	3564.08	3524.21	3387.29	5391.63	CRU/L		3351.63	12/10
									THAILAND									
									Bankg SET CRU/L/78	880.71	899.68	847.00	890.52	880.71	121/20		647.86	12/10
									WORLD									
									U.S. Capital Ind 11/17/78 IS	493.2*	499.0	501.8	501.8	542.10	171/1		467.50	12/10
									Euro Top-100 CRU/L/80	865.59	813.17	814.80	812.67	976.55	125/20		747.32	12/10
									*Saturday September 28, Tokyo Weighted Price 3351.63, Korea Comp Ex. 524.23									
									† Subject to official revaluation.									
									‡ Calculated at 15.00 GMT.									
									Base values of all indices are 100 except: Korea Traded, BEL20, HEX Cos., MIB Cos., CAC40, Euro Top-100, JSE Overall and DAX-1,000, JSE GINI - 250.7, JSE 28 Industrials - 264.3 and Australia All Ordinary and Mining - 500. †† Govt. Ind Unavailable.									

TOKYO - Most Active Stocks									
Friday, October 2 1992									
Stocks	Closing	Change			Stocks	Closing	Change		
Traded	Prices	on day			Traded	Prices	on day		
Nippon Mining ..	8.4m	508	-	+8	Toyo Renshoku ...	4.2m	790	-	+15
Green Cross	5.1m	1,550	-	+8	Iwama RI Wire	3.6m	482	-	+25
Shofukuji Juken ..	5.5m	590	-	+2	Aekia Corp	2.8m	862	-	+8
Mitsui Min & Smelt	5.2m	488	-	-	Inte-Har Phy Ind ..	2.6m	488	-	-
Alstria Seika	4.3m	598	-	+4	Shingawa Fuel	2.5m	857	-	+17

(Excuse us for asking)

IS THIS YOUR OWN COPY OF THE FINANCIAL TIMES?

Or do you rely on seeing someone else's? The FT is read by four times as many senior European businessmen and women as any other international newspaper.* Make sure yours one of them by getting your own copy daily.

OUR SPECIAL INTRODUCTORY SUBSCRIPTION OFFER IS AVAILABLE NOW!

For more details please call Gillian Hart in Frankfurt on 49 69 156850.

FINANCIAL TIMES
(LONDON'S BUSINESS INTELLIGENCE)

● Unit Trust prices are available from FT Cityline, call 0891 43 + the five-digit code listed after the unit trusts. Calls charged at 36p/minute cheap rate and 48p/minute at all other times.

Continued on next page

● Unit Trust prices are available from FT Cityline, call 0891 43 + the five-digit code listed after the unit trusts. Calls charged at 36p/minute cheap rate and 48p/minute at all other times.

[illegible]

1
 2
 3
 4
 5
 6
 7
 8
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25
 26
 27
 28
 29
 30
 31
 32
 33
 34
 35
 36
 37
 38
 39
 40
 41
 42
 43
 44
 45
 46
 47
 48
 49
 50
 51
 52
 53
 54
 55
 56
 57
 58
 59
 60
 61
 62
 63
 64
 65
 66
 67
 68
 69
 70
 71
 72
 73
 74
 75
 76
 77
 78
 79
 80
 81
 82
 83
 84
 85
 86
 87
 88
 89
 90
 91
 92
 93
 94
 95
 96
 97
 98
 99
 100
 101
 102
 103
 104
 105
 106
 107
 108
 109
 110
 111
 112
 113
 114
 115
 116
 117
 118
 119
 120
 121
 122
 123
 124
 125
 126
 127
 128
 129
 130
 131
 132
 133
 134
 135
 136
 137
 138
 139
 140
 141
 142
 143
 144
 145
 146
 147
 148
 149
 150
 151
 152
 153
 154
 155
 156
 157
 158
 159
 160
 161
 162
 163
 164
 165
 166
 167
 168
 169
 170
 171
 172
 173
 174
 175
 176
 177
 178
 179
 180
 181
 182
 183
 184
 185
 186
 187
 188
 189
 190
 191
 192
 193
 194
 195
 196
 197
 198
 199
 200
 201
 202
 203
 204
 205
 206
 207
 208
 209
 210
 211
 212
 213
 214
 215
 216
 217
 218
 219
 220
 221
 222
 223
 224
 225
 226
 227
 228
 229
 230
 231
 232
 233
 234
 235
 236
 237
 238
 239
 240
 241
 242
 243
 244
 245
 246
 247
 248
 249
 250
 251
 252
 253
 254
 255
 256
 257
 258
 259
 260
 261
 262
 263
 264
 265
 266
 267
 268
 269
 270
 271
 272
 273
 274
 275
 276
 277
 278
 279
 280
 281
 282
 283
 284
 285
 286
 287
 288
 289
 290
 291
 292
 293
 294
 295
 296
 297
 298
 299
 300
 301
 302
 303
 304
 305
 306
 307
 308
 309
 310
 311
 312
 313
 314
 315
 316
 317
 318
 319
 320
 321
 322
 323
 324
 325
 326
 327
 328
 329
 330
 331
 332
 333
 334
 335
 336
 337
 338
 339
 340
 341
 342
 343
 344
 345
 346
 347
 348
 349
 350
 351
 352
 353
 354
 355
 356
 357
 358
 359
 360
 361
 362
 363
 364
 365
 366
 367
 368
 369
 370
 371
 372
 373
 374
 375
 376
 377
 378
 379
 380
 381
 382
 383
 384
 385
 386
 387
 388
 389
 390
 391
 392
 393
 394
 395
 396
 397
 398
 399
 400
 401
 402
 403
 404
 405
 406
 407
 408
 409
 410
 411
 412
 413
 414
 415
 416
 417
 418
 419
 420
 421
 422
 423
 424
 425
 426
 427
 428
 429
 430
 431
 432
 433
 434
 435
 436
 437
 438
 439
 440
 441
 442
 443
 444
 445
 446
 447
 448
 449
 450
 451
 452
 453
 454
 455
 456
 457
 458
 459
 460
 461
 462
 463
 464
 465
 466
 467
 468
 469
 470
 471
 472
 473
 474
 475
 476
 477
 478
 479
 480
 481
 482
 483
 484
 485
 486
 487
 488
 489
 490
 491
 492
 493
 494
 495
 496
 497
 498
 499
 500
 501
 502
 503
 504
 505
 506
 507
 508
 509
 510
 511
 512
 513
 514
 515
 516
 517
 518
 519
 520
 521
 522
 523
 524
 525

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES AND MONEY MARKETS

Focus on the Fed

FOREIGN exchange dealers will keep a close eye on tomorrow's Federal Open Market Committee, in the belief that there could be a cut in the US discount rate, writes James Bly.

The Bundesbank made clear last week that another cut in German short term rates was unlikely to materialise for several months, and a Fed cut would widen the differential between US and German short term rates, which is currently at 6.5 per cent.

Otherwise, the market's focus is likely to be on sterling. The currency enters its third full week of free floating today and the experience thus far has been miserable. Last week, the currency fell 12.5 pence against the D-Mark in the absence of a clear statement of economic policy from the UK government, in Mr Lyons' view, starting is "sick".

Dealers will be looking for some policy lead at the Conservative party conference in Brighton this week, but they are unlikely to get it. There is no clear statement from the chancellor when he addresses conference on Wednesday or the Treasury Select Committee next Monday, the market will have to wait until the Mansion House speech on October 29.

UK clearing bank base lending rate 9 per cent from September 22, 1992

Last Friday's non-farm payroll figure for September came in slightly better than expected, with a monthly drop of 57,000. However, the underlying gloom about the US economy remains, and in the view of Mr Gerard Lyons, Chief Economist at DKB International in London, there is a "better than even" chance of the Fed easing the discount rate below 3 per cent.

Late on Friday, US dealers seemed to be coming to this view as the dollar traded at around DM1.4075 against the D-Mark, after peaking at DM1.4360 shortly after the payroll report was released.

STERLING INDEX

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

OTHER CURRENCIES

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

CHICAGO

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

PHILADELPHIA

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

FT-Actuaries World Indices

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Figures in thousands unless otherwise stated

Base values: Dec 31, 1980 = 100; Dec 31, 1987 = 115.087 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Dec 30, 1988 = 139.68

US \$ Index, 114.48 (Pound Sterling) and 123.22 (Local)

Copyright, The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie

Consistent changes during the week ending 31/10/92: Deletions: Cansim (France), Proffman (Finland), Nippon (Japan), Name Changes: C. Ion & Co. to Ionu Corp. and Yusa Battery to Yusa Corp (both Japan). Consistent change with effect 31/10/92: Addition: Procordia A Free (Sweden).

NATIONAL AND REGIONAL MARKETS

Country	Index	Change
Australia (88)	124.82	-1.4
Belgium (88)	124.82	-1.4
Canada (88)	124.82	-1.4
Denmark (88)	124.82	-1.4
France (88)	124.82	-1.4
Germany (88)	124.82	-1.4
Italy (88)	124.82	-1.4
Japan (88)	124.82	-1.4
Netherlands (88)	124.82	-1.4
Sweden (88)	124.82	-1.4
Switzerland (88)	124.82	-1.4
UK (88)	124.82	-1.4
USA (88)	124.82	-1.4

FT-Actuaries World Indices

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Figures in thousands unless otherwise stated

Base values: Dec 31, 1980 = 100; Dec 31, 1987 = 115.087 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Dec 30, 1988 = 139.68

US \$ Index, 114.48 (Pound Sterling) and 123.22 (Local)

Copyright, The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie

Consistent changes during the week ending 31/10/92: Deletions: Cansim (France), Proffman (Finland), Nippon (Japan), Name Changes: C. Ion & Co. to Ionu Corp. and Yusa Battery to Yusa Corp (both Japan). Consistent change with effect 31/10/92: Addition: Procordia A Free (Sweden).

FT-Actuaries World Indices

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Figures in thousands unless otherwise stated

Base values: Dec 31, 1980 = 100; Dec 31, 1987 = 115.087 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Dec 30, 1988 = 139.68

US \$ Index, 114.48 (Pound Sterling) and 123.22 (Local)

Copyright, The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie

Consistent changes during the week ending 31/10/92: Deletions: Cansim (France), Proffman (Finland), Nippon (Japan), Name Changes: C. Ion & Co. to Ionu Corp. and Yusa Battery to Yusa Corp (both Japan). Consistent change with effect 31/10/92: Addition: Procordia A Free (Sweden).

POUND SPOT - FORWARD AGAINST THE POUND

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

EXCHANGE CROSS RATES

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

EURO-CURRENCY INTEREST RATES

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

FT LONDON INTERBANK FIXING

The fixing rates are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MONEY RATES

The money rates are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

LONDON MONEY RATES

The London money rates are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BRITISH FUNDS

The British funds are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

FINANCIAL TIMES STOCK INDICES

The financial times stock indices are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

LONDON SHARE SERVICE

The London share service is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

OTHER FIXED INTEREST

The other fixed interest is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BASE LENDING RATES

The base lending rates are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

LONDON RECENT ISSUES

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

FIXED INTEREST STOCKS

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

RIGHTS OFFERS

Oct 2	Oct 1	Change
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00
100.00	100.00	0.00

BANK OF ENGLAND TREASURY BILL TENDER

The bank of england treasury bill tender is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

WEEKLY CHANGE IN WORLD INTEREST RATES

The weekly change in world interest rates is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

FINANCIAL TIMES STOCK INDICES

The financial times stock indices are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

LONDON SHARE SERVICE

The London share service is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

OTHER FIXED INTEREST

The other fixed interest is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BASE LENDING RATES

The base lending rates are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

BERKLEY FUTURES LIMITED

The berkley futures limited is the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and the London Interbank Bid Rate (LIBID).

MARKET MYTHS AND DUFF FORECASTS FOR 1992

The market myths and duff forecasts for 1992 are the average of the rates offered by the banks and the rates offered by the banks to the market, by reference to the London Interbank Offered Rate (LIBOR) and

LONDON SHARE SERVICE**INDEX**

8201		Notes
8202	Diamond and Platin	
8203	Gold	
3782	On Beers Ltd U.S.	
3944	40pc Plt	
1170	Impact Plt	
4126	Lysitening	
4127	Gold	
4131	Rustenburg	
4133		
4134	Central African	
4542	Falcon ZK	
4543	Gold Coast Pl.	
4544	Whitby's	
4545	Plt	
4546	Zambia Cpt \$80	
4547		
4548		
4549		
4550		
4551		
4552		
4553		
4554		
4555		
4556		
4557		
4558		
4559		
4560		
4561		
4562		
4563		
4564		
4565		
4566		
4567		
4568		
4569		
4570		
4571		
4572		
4573		
4574		
4575		
4576		
4577		
4578		
4579		
4580		
4581		
4582		
4583		
4584		
4585		
4586		
4587		
4588		
4589		
4590		
4591		
4592		
4593		
4594		
4595		
4596		
4597		
4598		
4599		
4600		
4601		
4602		
4603		
4604		
4605		
4606		
4607		
4608		
4609		
4610		
4611		
4612		
4613		
4614		
4615		
4616		
4617		
4618		
4619		
4620		
4621		
4622		
4623		
4624		
4625		
4626		
4627		
4628		
4629		
4630		
4631		
4632		
4633		
4634		
4635		
4636		
4637		
4638		
4639		
4640		
4641		
4642		
4643		
4644		
4645		
4646		
4647		
4648		
4649		
4650		
4651		
4652		
4653		
4654		
4655		
4656		
4657		
4658		
4659		
4660		
4661		
4662		
4663		
4664		
4665		
4666		
4667		
4668		
4669		
4670		
4671		
4672		
4673		
4674		
4675		
4676		
4677		
4678		
4679		
4680		
4681		
4682		
4683		
4684		
4685		
4686		
4687		
4688		
4689		
4690		
4691		
4692		
4693		
4694		
4695		
4696		
4697		
4698		
4699		
4700		
4701		
4702		
4703		
4704		
4705		
4706		
4707		
4708		
4709		
4710		
4711		
4712		
4713		
4714		
4715		
4716		
4717		
4718		
4719		
4720		
4721		
4722		
4723		
4724		
4725		
4726		
4727		
4728		
4729		
4730		
4731		
4732		
4733		
4734		
4735		
4736		
4737		
4738		
4739		
4740		
4741		
4742		
4743		
4744		
4745		
4746		
4747		
4748		
4749		
4750		
4751		
4752		
4753		
4754		
4755		
4756		
4757		
4758		
4759		
4760		
4761		
4762		
4763		
4764		
4765		
4766		
4767		
4768		
4769		
4770		
4771		
4772		
4773		
4774		
4775		
4776		
4777		
4778		
4779		
4780		
4781		
4782		
4783		
4784		
4785		
4786		
4787		
4788		
4789		
4790		
4791		
4792		
4793		
4794		
4795		
4796		
4797		
4798		
4799		
4800		
4801		
4802		
4803		
4804		
4805		
4806		
4807		
4808		
4809		
4810		
4811		
4812		
4813		
4814		
4815		
4816		
4817		
4818		
4819		
4820		
4821		
4822		
4823		
4824		
4825		
4826		
4827		
4828		
4829		
4830		
4831		
4832		
4833		
4834		
4835		
4836		
4837		
4838		
4839		
4840		
4841		
4842		
4843		
4844		
4845		
4846		
4847		
4848		
4849		
4850		
4851		
4852		
4853		
4854		
4855		
4856		
4857		
4858		
4859		
4860		
4861		
4862		
4863		
4864		
4865		
4866		
4867		
4868		
4869		
4870		
4871		
4872		
4873		
4874		
4875		
4876		
4877		
4878		
4879		
4880		
4881		
4882		
4883		
4884		
4885		
4886		
4887		
4888		
4889		
4890		
4891		
4892		
4893		
4894		
4895		
4896		
4897		
4898		
4899		
4900		
4901		
4902		
4903		
4904		
4905		
4906		
4907		
4908		
4909		
4910		
4911		
4912		
4913		
4914		
4915		
4916		
4917		
4918		
4919		
4920		
4921		
4922		
4923		
4924		
4925		
4926		
4927		
4928		
4929		
4930		
4931		
4932		
4933		
4934		
4935		
4936		
4937		
4938		
4939		
4940		
4941		
4942		
4943		
4944		
4945		
4946		
4947		
4948		
4949		
4950		
4951		
4952		
4953		
4954		
4955		
4956		
4957		
4958		
4959		
4960		
4961		
4962		
4963		
4964		
4965		
4966		
4967		
4968		
4969		
4970		
4971		
4972		
4973		
4974		
4975		
4976		
4977		
4978		
4979		
4980		
4981		
4982		
4983		
4984		
4985		
4986		
4987		
4988		
4989		
4990		
4991		
4992		
4993		
4994		
4995		
4996		
4997		
4998		
4999		
5000		

[illegible]

5442	Child care centers are licensed on				
5443	dividend counts in profit share				
5444	estimated extracted extent of a				
5445	on Treasury-employee retirement				
5446					
5447					
5448					
5449					
5450					
5451					
5452					
5453					
5454					
5455					
5456					
5457					
5458					
5459					
5460					
5461					
5462					
5463					
5464					
5465					
5466					
5467					
5468					
5469					
5470					
5471					
5472					
5473					
5474					
5475					
5476					
5477					
5478					
5479					
5480					
5481					
5482					
5483					
5484					
5485					
5486					
5487					
5488					
5489					
5490					
5491					
5492					
5493					
5494					
5495					
5496					
5497					
5498					
5499					
5500					
5501					
5502					
5503					
5504					
5505					
5506					
5507					
5508					
5509					
5510					
5511					
5512					
5513					
5514					
5515					
5516					
5517					
5518					
5519					
5520					
5521					
5522					
5523					
5524					
5525					
5526					
5527					
5528					
5529					
5530					
5531					
5532					
5533					
5534					
5535					
5536					
5537					
5538					
5539					
5540					
5541					
5542					
5543					
5544					
5545					
5546					
5547					
5548					
5549					
5550					
5551					
5552					
5553					
5554					
5555					
5556					
5557					

Stool Water _____
 Survey _____

[illegible]

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4 pm close October 2

1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	596	595	594	593	592
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

MONDAY INTERVIEW

The sure touch of a survivor

Sir Norman Fowler, the Conservative party chairman, talks to Philip Stephens

Sir Norman Fowler is one of the great survivors of Conservative politics. As others who sat around Mrs Margaret Thatcher's first cabinet table in 1979 squabble from the House of Lords over how an economic miracle shattered into a mirage, Sir Norman is among those still trying to pick up the pieces.

Now Conservative party chairman, he left the cabinet in January 1990, telling Mrs Thatcher that after nearly 11 years he wanted to spend more time with his family. Mr John Major's move into Downing Street 10 months later persuaded him that that had time still for politics. By the end of this week he may be forgiven for having third thoughts.

When he moved into Smith Square last April Sir Norman saw his principal role as a peacetime chairman who would overhaul the creaking structures of a party which wins elections despite its campaigning skills, rather than because of them.

That remains a priority. Within the next few months he will announce the most fundamental reform of his party's organisation for 40 years. It will weld together the disparate wings into a single body of directors and begin to whittle down a £10m overdraft.

But his energies this week in Brighton will be absorbed by the latest bloody episode in the Tory civil war over Europe. His job will be to rally the support of grass-roots activists for Mr Major over the Maastricht treaty, to persuade them that images of Mr Norman Lamont should be cast from their minds when they issue the traditional call for the return of capital punishment; and to ensure the now Lady Thatcher is silent.

Sir Norman, who has no department of his own but sits in on the cabinet's political discussions, is one of the pivotal figures in Mr Major's effort to regain a grip. Rooted in the same Tory centre-ground as the prime minister, his job is to offer the soothing reassurance which has made him a master in the art of lowering the political temperature.

The party's footsoldiers are feeling bewildered and betrayed. Six months ago they anticipated a celebration in Brighton of their fourth consecutive election victory. That hope was shattered in a few hours on September 16 when the City of London's young

men in braces kicked away the central plank of the prime minister's economic and foreign policies.

Instead of economic recovery, there is continued recession; instead of unity on Europe, there is open warfare. The prime minister who promised he would never devalue has done just that - by a whopping 18 per cent.

Sir Norman, of course, does not quite see it like that. The Man from Middle England, whose sureness of political touch saw him emerge unscathed from some of the most difficult posts in a Tory cabinet, emphasises that Mr Major will fight.

He applauds last Thursday's decision by the cabinet to begin to fill the vacuum left by sterling's ignominious departure from the European exchange rate mechanism by pressing ahead with ratification of Maastricht. The activists need leadership.

Sir Norman omits to add that last week he pressed the prime minister as hard as anyone to demonstrate that leadership before - rather than after - this week's conference. "My own view is that the centre of the party backs John Major's stand, backs his negotiating skills... and are also in a sense delighted that he has come out fighting."

The theme crops up again and again during a 40-minute interview. If the Tory party in the country gets clear leadership, its activists will respond: "One of the messages of this conference is that this is a time when the party is under attack... We recognise that... but it is also a time when we will signal very clearly that we are fighting back."

Left unspoken is the thought that the most threatening assault comes not from the Labour party but from the Euro-sceptics in the Tory party. Lady Thatcher, Lord Tebbit, Lord Ridley and 50 or more of their acolytes on the Conservative backbenches in the Commons look far more threatening than that nice pro-European Mr John Smith.

After signs of cabinet divisions over whether Mr Major should drop Maastricht, the party chairman is determined to get one point across - every single cabinet minister had signed up to ratification.

Last week's decision to press forward with Maastricht followed a "discussion around the cabinet table, the political cabinet, in which most ministers -



'The centre of the party backs Major's stand'

almost all - took part and in which everyone was agreed that this was the way forward."

There is then a gentle warning to the Euro-sceptics: "I think opponents of this course should actually take note of that [agreement]. Because there are not going to be people going behind and saying, 'Well, actually it has nothing to do with me. We believe in something else.' That isn't

PERSONAL FILE

1933 Born Chelmsford, Essex.
1961 Graduated, Trinity Hall, Cambridge.

1961-70 Journalist and home affairs editor, The Times.

1970-74 MP for Nottingham South.

1974-81 MP for Sutton Coldfield.

1981-87 Transport secretary.

1987-1990 Health and social services secretary.

1990-1992 Chairman of the Conservative party.

going to happen."

Mr Michael Portillo, Mr Peter Lilley, Mr Michael Howard and Mr Lamont - the least enthusiastic Europeans in the cabinet - have been forewarned.

Sir Norman has persuaded Lady Thatcher that she should reserve her next onslaught on Maastricht for a more suitable occasion. He spoke at length to her 10 days ago and agreed that she should step on to the platform alongside Mr Major on Thursday morning just before Mr Lamont's speech.

The Lady is unpredictable, but Sir Norman seems confident enough that she will stick to a silent part: "I had a long talk with Margaret... She was in tremendously good form. What she said was that she wanted things to happen as normally as they could. But the party conference will want to make a fuss of her and

rightly so."

But what about the economy? Constituency parties after all are crammed with small-business owners, who have been among the worst hit by the recession. For two years Mr Lamont told them the pain of the ERM would bring its rewards in stable prices and renewed growth. Neither are in sight, and the attempt to hold the exchange rate has been abandoned.

Sir Norman opens up the tap of reassurance: "I think what one says is that the truthful position is. It was the right decision to go into the ERM. But given the totally tumultuous circumstances that we faced at the time it was right to suspend our membership."

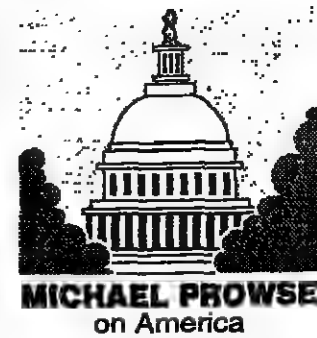
But surely the representatives (there are no delegates in the Tory party) will want to know whether the government still has an economic policy? "What the chancellor I'm sure will be spelling out is that, whether we are in the ERM or not, what matters is the underlying policy of, for example, the control of inflation and the control of public spending."

Neither will be easy and this year's spending round is proving particularly rough. "Any government department has to act within the confines of what the nation can afford," says Sir Norman. The implication is that the Conservatives can no longer guarantee to meet the manifesto pledges they offered to the electorate only six months ago.

Sir Norman moves on to the remaining minutes to his other role, acknowledging in effect that Tory party finances are in as bad a state as the nation's: "We have an overdraft of over £10m. That is an absurd position for this party to be in."

Popular myth has it that the party is a gleaming, well-oiled machine, the Rolls Royce of British politics. In fact, local constituency parties - independent of Smith Square and

The risk of a triple dip



President George Bush hailed the marginal decline in unemployment last month as a sign that the economy was on the mend. He was grasping at straws. The jobless rate fell only because the labour force shrank faster than employment; it was not a sign of strength. Recent economic data, in fact, are quite alarming - the economy appears to be losing what little momentum it had during the summer.

On Wall Street there is even talk of a "triple dip" recession. This will irritate many optimists who deny that the economy ever suffered a second dip. Gross domestic product has grown every quarter (albeit very sluggishly) since the spring of last year when the contraction phase of the recession ended. But the economy most definitely dipped late last year; a host of indicators - including employment and industrial production - declined sharply, prompting the Federal Reserve to cut interest rates by a full point in an effort to revive confidence.

For a while, the stimulus appeared to work wonders: consumer spending surged in the first quarter of this year, prompting an increase in production and some rebuilding of corporate inventories.

The ever-sanguine US forecasting fraternity promptly assumed that the "recovery" was finally underway. The previous year's forecasts of 3 per cent growth were dusted off and issued as 1992 projections. Yet it has become apparent that something is amiss. Consumer spending ran ahead of incomes and did not generate enough new employment to become self-sustaining. By mid-year it was clear that the economy was growing at an annual rate of only about 1.5 per cent; consumer confidence, meanwhile, was again beginning to erode. With the outlook for exports also deteriorating because of depressed markets in Europe and Japan, business confidence began to wobble. Instead of hiring, companies began firing, further undermining consumer confidence.

The upshot is that the economy is now in almost as fragile a condition as this time last year. GDP appears to have grown in the third quarter, but at a declining rate. The employment figures released on Friday were a catalogue of woe for the second month running. Non-farm payroll employment declined 57,000 last month and figures for August were revised sharply down to show a decline of 128,000. After allowing for the distorting effects of the federal summer jobs programme, employment has registered an average monthly decline of about 19,000 for the past three months, marking a sharp break with the modest gains recorded in the second quarter. The average work week also contracted, indicating further pressure on personal incomes.

Nearly every recent economic statistic has been significantly weaker than predicted. But the biggest shock was delivered last week by the nation's purchasing managers - unsung executives whose collective ear tends to be close to the ground. The Purchasing Managers' Index, a barometer of conditions in manufacturing industry, plunged last month, falling below 50 per cent for the first time since January when the economy was recovering from a second dip. Readings below 50 per cent indicate the manufacturing sector is contracting. The sharp fall, moreover, mainly reflected a collapse in the component of the index measuring corporate order books; historically this has been one of the more accurate leading indicators.

The housing and construc-

tion industries, normally the first to benefit from lower interest rates, are also flashing amber. Home sales and construction outlays have fallen sharply recently despite the lowest interest rates for nearly three decades. Analysts are alarmed by signs that non-residential construction is again collapsing, having appeared to stabilise earlier this year. With corporate giants such as IBM announcing big staff cutbacks, an early firming of demand for office space, which remains in chronic excess supply in nearly every American city, seems improbable.

The economic outlook is much worse than most forecasters - certainly the White House - ever envisaged. But it would be wrong to exaggerate the risks. If a triple dip materialises at all, it is likely to be similar to last year's mild downturn - a stalling of growth in which some, but not all, sectors and regions slip temporarily into recession.

But even this degree of discomfort may be avoided if the Fed opts to cut interest rates again after next week's meeting of governors and regional presidents. The betting on Wall Street is that interest rates will be reduced, despite the risks of turbulence in foreign exchange markets and the proximity of a presidential election. At the margin this will help revive confidence, although it is hard to see the current level of rates as a binding constraint on economic growth. The odds that a new president will authorise a fiscal stimulus next spring have also shortened, although it is far less clear that additional borrowing would offer net benefits.

The 3 per cent growth forecasts that keep surfacing will eventually be vindicated, but only when structural factors depressing the economy, such as high consumer and corporate debt ratios, glutted real estate markets, and the secular decline in defence spending, have loosened their grip. How long the adjustment will take is still anybody's guess. In the meantime the economy is likely to make erratic progress.

Major's moment of truth

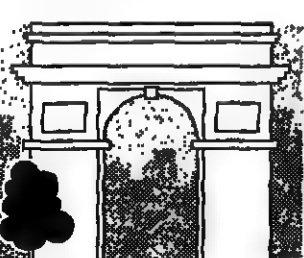
John Major's decision to bring the Maastricht treaty back to parliament within the next few months means that he knows the moment of truth cannot be postponed any longer.

In the end there could be no alternative to a decisive trial of strength between the prime minister and the Euro-rebels, and sooner must be better than later, because the mere passage of time could only make his position weaker still.

He has no option but to test the question to the yes, because failure to ratify the Maastricht treaty would mean the ruin of his political credibility at home, and the ruin of Britain's credibility in the Community. Until last Thursday procrastination and evasion might have seemed a easy policy; but in reality it would just have been a slower and more insidious road to the same sort of ruin.

The consequence would be that the UK would be marginalised when the other member states then started to discuss between themselves - as they undoubtedly would - alternative arrangements.

Chancellor Helmut Kohl and President François Mitterrand have recently stressed their continued commitment to the existing 12-nation Community. No doubt that is what they would prefer; but if the Maastricht treaty were to fall in Britain, there is no chance that the other member states would sit with their hands folded, waiting for something to turn up.



IAN DAVIDSON
on Europe

Mr Major has now set himself a shorter deadline, because he knows the patience of Paris and Bonn is strictly finite; and that is because President Mitterrand has very little usable time left. The Elysée Palace claims that his prostate cancer is not dangerous; but he is surely having treatment for it, and cancer treatment is always exhausting, especially for a man of 75.

More important, Mr Mitterrand is running out of political road. The general elections next March are likely to bring a very heavy defeat for the president's Socialist party and a sweeping conservative victory. In the normal course of events, this probably means a conservative government led by the Gaullists; but while the Gaullist leadership campaigned in favour of Maastricht, a large majority of its followers voted against. There are some advance murmurings that the conservatives' victory could be so large that they might be able to force the president out of office. Either way the president's European policy will be in jeopardy. If he wants to keep

the Maastricht treaty on the rails, or look for some alternative, he needs to know how things stand very soon.

Mr Major's domestic pretext for going into battle for the Maastricht treaty is that he believes he will be able to claim important improvements in the way the treaty will operate. Among other things, he expects to get a piece of paper agreed at the Birmingham summit which will put strict limits on gratuitous interference by the Brussels institutions. Specifically, this should clarify and strengthen the principle of "subsidiarity", by which the Community should not intervene in matters which can be better handled in the member states.

The problem with this so-called "Birmingham declaration" is not just that it is bound to be juridically ambiguous, but that it is transparently intended to deceive. Britain and others are trying to blame the Commission for the current wave of popular anti-Community sentiment, which surfaced in the French referendum. But to pretend that the Commission has grabbed power from the member states to satisfy the overweening centralist ambitions of Jacques Delors is deliberate and shameless misrepresentation.

The Commission does not deserve to be idealised. It is no doubt bureaucratic, self-satisfied and incompetent; but no more bureaucratic, self-satisfied and incompetent than the British Treasury, or indeed any Whitehall department. The fundamental point is that the

Commission has no powers except those given by the member states; and the attempt to make it a general scapegoat for the present malaise is grotesque.

If the government serves up this kind of deception as its primary life-line to ratification, it is obviously in deep psychological trouble. Last Thursday Mr Douglas Hurd, the foreign secretary, gave a speech which was meant to be a strong defence of the Maastricht treaty. Unfortunately, it showed that the government does not really like any part of the treaty: not European monetary union, nor a common foreign policy, nor powers for the European Parliament, nor the social charter, nor immigration and justice - nothing.

Instead, Mr Hurd claimed that the treaty would make it easier to enlarge the Community, to complete the Uruguay Round, implement the single market and reform the agricultural policy. Alas, all these fall-back claims are simply untrue.

If the Hurd speech gives a true picture of what the government collectively thinks about Maastricht, then it almost certainly cannot push the treaty through the House of Commons.

It is one thing to make an appointment with fate. It is quite another to muster the spiritual intensity to win over the waverers and cow the rebels. This government does not like the treaty which it described a bare 10 months ago as a triumph for Britain, and it shows.

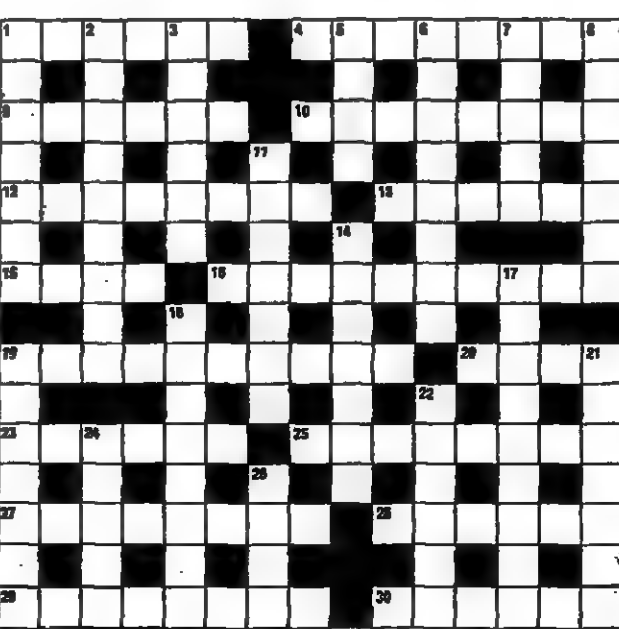
Heavens above, is the City a zoo?
Bulls, bears and stags, and now Pelicans too!



JOTTER PAD

CROSSWORD

No.7.968 Set by DANTE



- | | |
|---|--|
| <p>ACROSS</p> <p>1 Where an adder slides to and fro? (5)</p> <p>4 Wild pig in its own fat calls for old port (8)</p> <p>9 Work that is about making capital investment (3,3)</p> <p>10 Said and done in making a complaint (6)</p> <p>13 Injured by swindle in currency (9)</p> <p>15 Honour I dream about (6)</p> <p>16 Flag with a tale of heroism (4)</p> <p>19 Withstanding underground movement (10)</p> <p>20 A return of service which is some way off (4)</p> <p>23 The academic field (8)</p> <p>26 Element may be Athenian in any case (8)</p> <p>27 Vessel manoeuvring in River Tamar (8)</p> <p>28 Kick into wind again (6)</p> <p>29 Another needless cut (3)</p> <p>30 Girl with fish to sell down the river (6)</p> | <p>DOWN</p> <p>1 Dire Straits are recording ones (7)</p> <p>2 Make sweet turnover to follow a spring vegetable (9)</p> <p>3 Period of redemption, states article by church (6)</p> <p>5 General assistant (4)</p> <p>6 Eggs this saint on at times (8)</p> <p>7 Gull arranged by one having a reason for innocence (5)</p> <p>8 The fall of French currency (7)</p> <p>11 Common soldier? (7)</p> <p>14 Loose bones scattered round the church (7)</p> <p>17 Sick of getting the red card? (3,4)</p> <p>18 Big copper's ex gets kids (5)</p> <p>19 Novel, article and story (7)</p> <p>21 Uncommon payment for an author (7)</p> <p>22 It has row upon row of rows (6)</p> <p>24 Posts a slim package (5)</p> <p>26 Career people (4)</p> |
|---|--|

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday October 17.

Airline of the Year 1992.

In addition to winning the Airline of the Year award for the second year running, we were also voted Best Transatlantic Airline, Best Business Class, Best Long-Haul Airline, Best Inflight Entertainment, Best Airline Ground and Check-in Staff, and Best Food by the readers of Executive Travel Magazine.

For full details of our award-winning flights phone us on 0345 747 747 or see your travel agent.



TAX-FREE SPECULATION IN FUTURES

To obtain your free Guide to how your Personal Brokerage can help you, call Michael Murray on 071-4287233 or write to us at 10 Index Plc, 241 Grosvenor Gardens, London SW1W 0HQ.

TRADING STRATEGIES & IDEAS

Currencies • Bonds
Energy • Metals &
Oil Markets

Setting The Trend For Others To Follow

Trend Analysis Ltd
Finance House
22 Southgate Street
Windsor
Berkshire SL4 1JF
Tel: 01753 71717
Fax: 01753 71718

Currency Fax - FREE 2 week trial

From Chart Analysis Ltd
7 Swallow Street, London W1R 7AD, UK.
Exchange rate specialists for over 15 years.

0800 Anne Widdby
Tel: 071-734 7173
Fax: 071-439 4926
07-734 7173

مكتبة ابن رشد

TECHNOLOGY IN THE OFFICE

SECTION III

Monday October 5 1992

Ever since the first personal computers began turning up on office desks more than a decade ago, the prospect of a paperless, automated and super-productive office of the future has remained tantalisingly just out of reach.

Despite the advent of office technology, about 85 per cent of information used in the office is still stored on paper rather than electronically. Indeed, far from dispensing with paper, office workers are handling increasingly larger volumes of it.

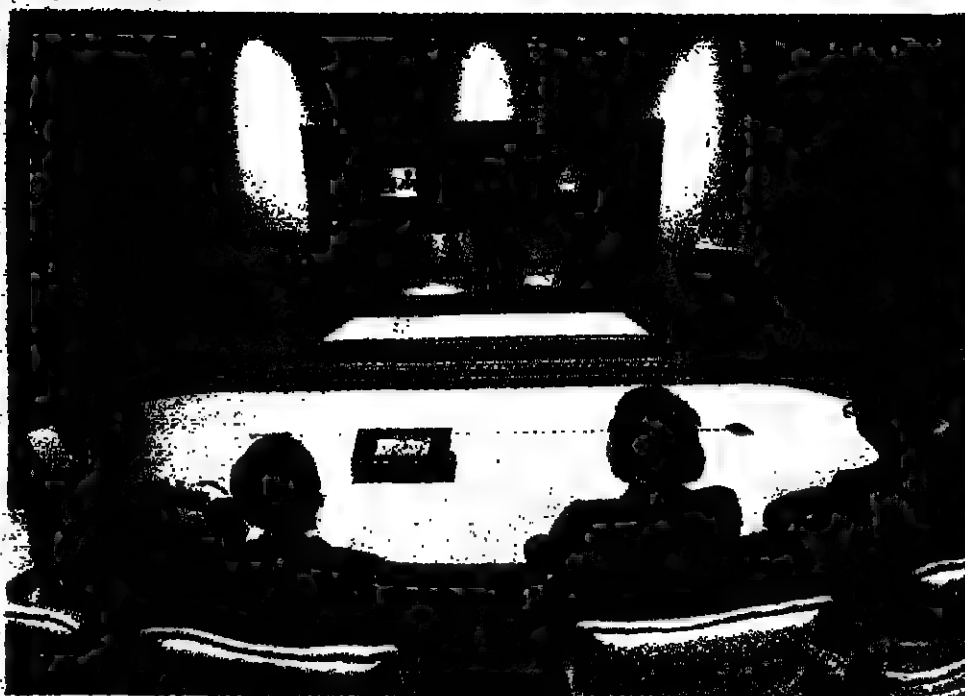
At one organisation interviewed as part of a recent UK study by management consultants Touche Ross, the 2,000 staff dealt with 45 tonnes of incoming mail last year, and 40 tonnes of outgoing mail - equivalent to generating 25kg of paper per person.

The Touche Ross study of information management revealed that although 70 per cent of organisations believed they had too much paper (which they generated themselves), the same organisations listed their most significant problem as not having enough space to store their records.

The report also showed that through poor management of records, companies are starved of information. Between 40 and 70 per cent of staff lack sufficient information to do their jobs properly. The remainder tend to have too little rather than too much.

"We conducted the survey to confirm our belief that businesses are suffering costs by not managing information successfully," said Mr David Best, a partner at Touche Ross and a leading expert on information management. "We know that there are significant benefits to be achieved and we wanted to see if we could identify them, and any of the pitfalls encountered along the way."

"Our findings show that a high percentage of information is paper-based and almost one quarter of organisations have no standards and procedures for dealing with it," said Julia Parsons, co-author of the report. "Management rarely sees paper-based information as a complementary building



■ Innovation abounds in the latest office designs and technology. Pictured left is the London video-conferencing room in the communications planning centre of AT&T, the US telecommunications group. The video complex was designed by the Business Design Group

■ The news and current affairs department of the BBC in London (pictured right) has streamlined its internal fax communications system with the Xerox Lan/ Fax Express 21, a time-saving device which electronically connects 20 PC terminals. Users can generate, send, receive and view faxes without having to leave their workstations. Plain paper copies of messages are printed out only when required, thus helping to reduce the volume of paperwork



IN THIS SURVEY

- Networks: Office PC networks are increasingly popular Page 2
- Portables: Computing on the move is a realistic business option Page 2
- Printers: The printer market today is fiercely competitive Page 3
- Fax machines become faster, cheaper and more sophisticated Page 4
- Telecommunications: The appeal of the cordless office Page 5
- Document management: How to move a mountain of paper Page 6
- Ergonomics: White-collar workers face dangers at their desks Page 8

■ Editorial production: Phil Sanders

Paperless dream still tantalises

New hardware and software offer fresh opportunities, writes Paul Taylor

block to information held in computer systems, and so it does not manage it in an integrated fashion."

Nevertheless, the study also revealed a dramatic growth in the use of electronic data, even though there is a long way to go before people give up the "comfort" of paper. There is also a definite trend towards optical storage although "there is no corresponding rapid decrease in the use of paper," said Ms Parsons.

It is perhaps the failure of organisations to view, plan and monitor the office process in its entirety which possibly explains some of the disappointment and disillusionment with office automation most often expressed by those who have funded it.

In the past this has often led to the piecemeal purchase of a higher quality photocopier, faster printer or new PC, but a failure to automate the whole process. As a result, the basic

flow of information through an organisation actually changes very little and predictably this unco-ordinated approach has frequently failed to deliver the hoped-for efficiency and productivity gains.

But it is only relatively recently that all the building blocks for a truly integrated digital office have begun to fall into place.

Now hardware such as digital optical scanning, storage and retrieval devices and CD-ROM have appeared along with other new technologies such as digital cordless telephony, desktop video-conferencing and software applications such as electronic mail and voice mail systems for networked PCs. This new hardware and software is now beginning to open up new possibilities for integrating systems and streamlining procedures.

In one area alone - that of wireless office telephone lines - the productivity gains and potential savings could be substantial. As a result, the Washington-based consultancy EMCI estimates that by 1996 France, Germany, Italy and the UK will have installed 8.4m wireless office telephone lines.

There is also a growing awareness of the advantages of other wireless data communications systems such as wireless local area networks (Lans), and of electronic data interchange (EDI) which can remove the need to send and receive standard paper forms such as invoices, orders and bills.

Similarly it is now possible to bring together previously unconnected pieces of electronic hardware. For example, multifunction digital devices which combine some or all of the features of a fax machine, scanner, photocopier and laser printer have begun to appear. High-volume electronic

demand printers which link directly to computers are now available, as are digital copiers which scan a hard copy once before reproducing multiple copies.

Fax and other communications functions are being built into PCs and office networks, removing the need for paper print-outs entirely. Desktop video-conferencing using a card plugged into a PC is also already possible and may in time reduce the need to travel to meetings.

Meanwhile multimedia systems enable text, computer graphics, full-colour photographs, moving video and sound to be combined and have applications in sales, training and internal communications.

As the digital office becomes a real technological possibility, equipment suppliers are increasingly focusing on their core expertise. But they are also forming loose partnerships

and working in collaboration with each other to combine technologies and provide more effective "solutions" for the marketplace.

This trend is illustrated by Kodak's list of development partners. Kodak is applying its imaging technology expertise with Novell in networking software, IBM and Apple in computer hardware. Digital Equipment in open systems, Lotus for certain PC software and with Adobe which has incorporated Kodak's Photo YCC colour image standard in its latest Postscript Level 2 page description language.

The availability of various digital technologies which need to be integrated is only one of the issues that management consultants believe needs to be addressed if office productivity is to be improved. Another is whether the management structures in organisations have developed to complement the available

technology? In many companies, responsibility for different pieces of equipment will lie with separate departments. But it is generally accepted that in order to implement and operate an integrated strategy it is necessary to put someone in charge of office automation as a whole, rather than maintaining distinct roles for the data processing manager, the information technology manager and others.

One reason for identifying someone as responsible for office automation is that he or she will also need to consider other factors, not least the office environment itself. The quality of the office environment is an increasingly "hot" issue for equipment manufacturers and employers. Legislative requirements are steadily being tightened, a process which is often being spearheaded by the European Commission. Over

the past two years, the Commission has issued several directives aimed at providing a framework of minimum standards for ergonomics and office health and safety.

These directives, which include provisions on computer hardware, software, furniture and the office environment, are due to become law in all member states this year.

Manufacturers such as ICL, the UK computer group which is owned by Japan's Fujitsu, have seized upon the growing awareness of ergonomics and environmental health issues as a marketing opportunity. Following its acquisition of Scandinavia's Nokia Data, ICL is now marketing a range of PCs which already meet or exceed all the EC requirements.

"Ergonomics is no longer a fad or a fashion," said Mr Philip Vanhoute, vice-president for marketing and customer concerns at ICL Personal Systems. Instead, he says, it has moved into the mainstream.

What ICL has identified is that automation of the office is about much more than just providing the equipment. Criti-

Continued on Page 2

Through commitment, innovation and technological leadership, Samsung has become one of the world's fastest-growing resources. Not only are we at the forefront of electronics, but we've received worldwide recognition for our advances in chemicals and engineering as well. We're not just...

1. Automatic multi-sheet feeder.

Is it a fax?
Is it an answerphone?
Is it a copier?
The Amstrad FX6000AT is all these things - and more. It faxes swiftly and copies

2. Answerphone with remote call-checking.

efficiently. It features an automatic paper cutter and multi-sheet feeder. It boasts a memory that can hold up to 30 fax numbers and 30 telephone numbers simultaneously. It has an integrated answerphone with remote

3. Automatic sheet-cutter.

control so you can listen to your messages from any phone via the tone dial pad. And at only £499.99 the Amstrad FX6000AT matches superb versatility with stunning value. Ask your Amstrad dealer for a demonstration today.

FREE 12 MONTH WARRANTY COVERS HOME OR OFFICE CALL-OUT.

Amstrad®

AVAILABLE FROM SELECTED BRANCHES OF ALLIEDS, BUSINESS SUPERSTORE, COMET, DIXONS, L.E.A. MARKS, OFFICE INTERNATIONAL, OFFICE WORLD, PC WORLD, PHONE-IN, RYMAN, TEMPO, WILDINGS AND OVER 3000 REGISTERED AMSTRAD DEALERS. RRP £499.99 INC. VAT CORRECT AT 14/92 BUT MAY CHANGE WITHOUT NOTICE. PRODUCT SUBJECT TO AVAILABILITY. © SEPTEMBER 1992 AMSTRAD PLC. ALL RIGHTS RESERVED.

FOR FURTHER INFORMATION ABOUT THE FX6000AT CALL 0277 262326 OR SEND THE COUPON TO AMSTRAD P.L.C. PO BOX 462, BRENTWOOD, ESSEX CM14 4EF.

Name _____

Address _____

Postcode _____

Coupon information may be kept on a database. This may be passed to your Amstrad dealer, if you object please tick box ☐

279 426731

2000

ney Bowes

Princes, Harlow, Essex CM19 5RD.

giving demonstration

PARAGON™ video

Signature _____

Postcode _____

Fax _____

114/92/000001

TECHNOLOGY IN THE OFFICE 4

FAX MACHINES

Back to the future

ALMOST 30 years ago, in 1964, Xerox unveiled the Long Distance Xerography terminal, the world's first facsimile machine for business use.

The LDX system, which consisted of a separate scanner and printer each the size of a four-drawer filing cabinet, transmitted typed, written or drawn images and printed them on plain paper.

Since then the business fax machine has shrunk considerably in size and has become an integral part of most offices. In Britain alone there will be an estimated 1m fax machines in use by year-end - almost twice the number just three years ago.

Fax machines today are becoming faster, cheaper and more sophisticated with some new models even boasting colour transmission.

Equipment sales grew rapidly in the 1980s and although growth in established markets has been slowed by the recession, office sales have been buoyed in recent years by the emergence of plain paper, laser, and ink-jet fax machines which are gradually replacing machines which use thermal paper.

Today there are an estimated 15m-20m fax machines worldwide, a number which is expected to grow to more than 30m by the end of next year. Most are of the Group 3 industry

standard and can send an A4 sheet across the world in seconds for the price of a telephone call.

By far the biggest installed base is in the US, but according to Datamonitor's 1992 European Customer Premises Equipment study, annual facsimile machine sales in Europe have grown from 350,000 five years ago to more than 1.7m last year.

These figures hide some other striking trends. In particular the structure of the European market has been changing. Germany has overtaken the UK in terms of sales volume and rapidly-falling prices have begun to put a break on market value growth in recent years.

Furthermore, mature markets such as the UK tend to polarise into two segments: cheap low-end machines manufactured by companies such as Amstrad and a host of Far Eastern suppliers, and expensive, high-quality devices such as plain paper faxes which are often purchased as an upgrade.

The range of machines available has expanded dramatically.

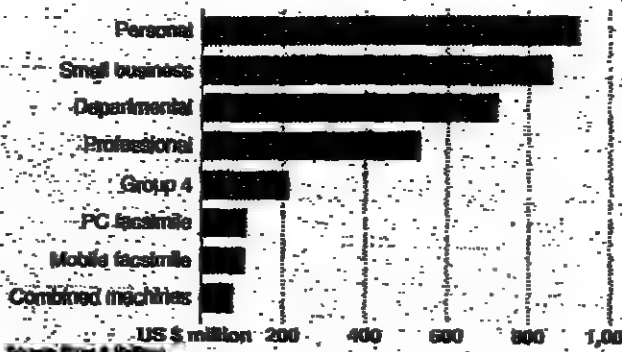
Currently there are more than 200 different types of fax machine on offer from 35 suppliers in the UK market.

Many of these are small, cheap, desktop machines, ideal for the growing personal or small office market. Often they combine the functions of telephone, answering machine, photocopier and fax and can switch between voice and fax automatically therefore requiring only a single telephone line.

But almost 30 per cent of the machines currently on sale in the UK are plain paper fax machines. Although plain paper faxes are generally more expensive than thermal machines, the price difference is narrowing and the shift towards plain paper faxes reflects some of the problems associated with their thermal counterparts.

These include high paper cost, the tendency of text on thermal paper to fade making it unsuitable for filing or storage, the difficulty of writing on thermal fax paper and problems re-sending thermal faxes. Despite the recession, fax-use

European market for facsimile machines



age is also increasing. The UK market will be worth about \$750m this year and is growing by about 30 per cent a year compared to 5 per cent for voice traffic.

A recent Gallup survey conducted for Pitney Bowes Facsimile Systems Division revealed that 31 per cent of the top 500 companies in the UK increased fax usage over the past 12 months despite the recession and 91 per cent believe fax machines helped increase their productivity.

Faster fax transmission speeds cut labour, time and phone costs. Some Group 3 machines already operate at 14.4 kilobits per second (kbps) over the public switched telephone network and can receive or send an A4 page in about six seconds. There are also a few Group 4 faxes which were designed to operate on ISDN (Integrated Services Digital Network) circuits at 64kbps, transmitting an A4 page in three to four seconds. But although Group 4 faxes



A laptop computer being used to send an outgoing fax on the recently-launched Xerox LAN/Fax Express 33 system

have been around since the mid-1980s the introduction of ISDN has been slower than expected. In the meantime, the transmission speed of Group 3 machines has been further enhanced and an alternative 64kbps standard has emerged called either Group 3bis or G3bis.

To overcome some of the problems identified by fax users, telecommunications groups have seized the opportunity to generate additional income by offering value-added services to customers.

For example in the US American Telephone and Telegraph offers a subscription service called EnhancedFAX which enables customers to broadcast a fax, virtually simultaneously, to as many as 10,000 fax machines worldwide. In the

UK, Mercury's managed fax service, called Surefax, provides a particularly sophisticated set of value-added services aimed at multinational customers and launched by the Cable and Wireless group subsidiary last October.

One significant growth area targeted by the Surefax service is PC-generated faxes. It is estimated that about 80 per cent of all faxes begin life as a word processor file on a PC.

But the document is usually printed out before being loaded into a fax machine for delivery. Only 2 per cent of fax traffic is currently sent directly from PCs. But plug-in cards, external facsimiles and LAN Fax servers are already providing portable computers, desktop PCs and, most significantly, networked PCs with the power

to send and receive faxes. Prices for PC fax cards are already lower than those for a cheap fax and fax cards sales are expected to grow quickly. Indeed, the distinctions between fax machines and other office equipment are becoming increasingly blurred. Equipment manufacturers such as Panasonic are already selling fax machines with computer interfaces which allow PCs to control the operation of the fax.

Anything received on the fax can be printed out or saved on the PC.

Other devices such as the JetFax produced by Fujitsu connect to laser printers and enable them to print incoming faxes or send anything generated on-screen as a fax.

More generally, office equipment suppliers say they have recently detected increased interest in "multifunctional digital devices" such as the Xerox 3010 which combines a plain paper fax with a photocopier.

So the fax machine of the future may bear more than a passing resemblance to the LDX.

Not only is it likely to use plain paper, it will probably also combine a range of functions including document scanner, photocopier and printer.

Paul Taylor

WORD PROCESSING

Typewriters still in demand

You know when a market is not as buoyant as it once was. The market researchers find more pressing subjects to study. So it is with the electronic typewriter (ET) and dedicated word processor (DWP) markets.

But although the imminent demise of this sector was forecast when the IBM PC was born 11 years ago, ETs and WPs are still in demand in banks, building societies, educational establishments and government departments.

To take just one example, after almost two years of thorough investigation, Barclays Bank has awarded a two-year contract to Triumph Adler UK for the supply of the BSS 300. Ideal for the computerised environment, it offers all the advantages of a typewriter and dedicated word processor, yet comes with MS DOS-compatible disk drives.

Triumph Adler also believes there is still a market for the professional typewriter and has revamped the SE 700 series to provide almost silent

operation and easier replacement of typewheels and ribbon.

Mr Alistair Booth, divisional manager of Olivetti UK, says: "There is a core market for ETs and DWPs that cannot be served by the PC and, bearing in mind that profit margins have not been squeezed to the same extent, it has been viable for us to formulate a pretty intensive programme of product development."

As part of that programme

Amstrad also has its eye on the home office market

the company has just launched a Windows version of its top-end secretarial workstation, the ETV4000, a system that has proved popular among solicitors and architects.

According to Olivetti, there is also a growing market among home users, hence the decision to launch a range of portable ETs and a portable

word processor last month.

Amstrad, too, still finds a ready market in offices for the PCW-dedicated word processors, but also has its eye on the home office market with the launch of a portable WP.

Olivetti UK finds that the Comfort WP series is still a very popular line. So popular, in fact, that it sees no rush to launch the Competence range which is walking in the wings.

What of Olivetti's traditional typewriter ranges? Mr Colwyn Munro, general manager, says: "The trend is towards providing links so they can be connected up to a PC to provide better quality printing. It is a growing demand from users who do not necessarily want to put everything through the laser printer."

Panasonic has just launched

the EX-W1000 (\$450) portable word processor offering spelling checker, thesaurus and MS DOS file converter, a 14-line backlit display, 3.5in floppy disk drive and 14cps printer.

Samsung has entered this sector with the SQ-W1000 (\$280), a system for personal use which offers the convenience of a typewriter with the advanced functions of a word processor and floppy disk storage.

Smith Corona may have abandoned the PC market, but it intends to stay in the portable word processing market where it has fielded machines that feature industry standard 3.5in disk drives and MS DOS file format compatibility with WordPerfect and Ascii text converters.

Canon claims the Starwriter

personal word processor is one of the most successful products it has ever launched. It has launched a fourth, top-of-the-range version which introduces a new concept to this sector of the market: personal publishing. It costs just \$699 for an all-in-one compact portable unit complete with screen, floppy disk drive and bubblejet printer.

Brother recently introduced the portable WP-70 (\$525) which features advanced text editing with spelling checker and mailmerge as well as a spreadsheet, address book and calendar/scheduler/calculator built-in. It also includes 3.5in floppy disk drive and 18cps daisywheel printer.

Sharp has just launched the sub-£300 PA-1200 portable word processor featuring a

high-contrast LCD display, full-function keyboard and built-in MS DOS-compatible disk drive which runs a modified version of WordPerfect word processing software.

The continued demand for ETs and DWPs in no way diminishes the need for word processing software for running on standard desktop PCs.

The packages on offer today have little in common with the early 1980s versions. They offer sophisticated editing with spelling checkers and thesauruses and will even check grammar, punctuation, syntax and style, and enable presentation-quality documents to be produced to desktop publishing standards, including graphics and photographs.

But although there is a lot

more competition, the core market is still dominated by the few.

Figures from the May 1992 Software Sales Report compiled by market research specialist Context show that WordPerfect commanded 60 per cent of total UK word processing sales in the second quarter, WordStar 31.2 per cent and Microsoft 7.6 per cent.

The total value of software sales in May was more than

DOS is likely to retain its faithful followers for a long time yet

£36.5m, of which WordPerfect contributed £5.4m.

While WordPerfect for Windows increased its share of WP software sales by 2.5 per cent to 7 per cent, sales of WordPerfect for DOS rose from 50 per cent to 53 per cent, dispelling the myth that people are only buying Windows software.

Indeed, DOS is likely to retain its faithful followers for a long time yet, so further developments can be expected.

An example is WordStar for DOS which has been further developed to include, among other attributes, fax support that allows users to easily create laser-quality facsimile files (PCFs) from their documents without a laser printer.

The output files can be used by many fax software products and boards for direct transmission to fax machines or other computers.

However, taking a closer look at Windows word processors, a recent report published by market research organisation Bomtec indicates that when it comes to market share by units, Microsoft's Word for Windows 3.0 is clear favorite with 58.5 per cent, followed by WordPerfect 5.1 for Windows 33.5 per cent, Ami Pro 3.0 for Windows 13.9 per cent, and WordStar L0 for Windows 3 per cent.

Julie Harnett

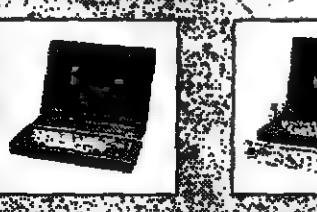
THE SANYO PORTABLE PC. POWERFUL. RELIABLE. AND NO LARGER THAN A FULLY-GROWN TREE.

The traditional Japanese Bonsai is not just a tree in miniature. It's the result of a principle. A principle which combines strength with aesthetic and functional perfection, in a compact form.

A principle that Sanyo understands. You see, at Sanyo we believe in the guarantee of strength. In fact, we've built our entire Office Automation business on that detail.

Take the M8C-15NN Portable PC, for example. It's a compact, 25 MHz 386SX based notebook PC with a standard 4MB memory which is expandable to 20MB, making it one of the most powerful notebook PCs available.

And, while it's completely portable for on-the-go use, it can also be used in conjunction with an optional docking station, giving you full desk



top power, once back in the office. Meaning it can accept up to two AT cards and can run a hard or floppy drive, CD-ROM drive, or tape backup. Its high capacity storage of up to 120MB is also as

secure as that of any larger desktop.

So, when you consider all the advantages of the Sanyo Portable, it's clear that any time a desktop comes, so can a Sanyo.

Only if you don't need a desk.

©1992 Sanyo Electric Co., Ltd. All rights reserved.



SANYO OFFICE AUTOMATION THE SMART SOLUTION.

SANYO

GERMANY: BELLUX, SCANDINAVIA: AUSTRIAN, SANYO, Sanyo Europe GmbH, Sanyo (UK) Ltd, Sanyo (France) Sanyo (Italy) Sanyo (Spain) Sanyo (Netherlands) Sanyo (Belgium) Sanyo (Luxembourg) Sanyo (Austria) Sanyo (Switzerland) Sanyo (Sweden) Sanyo (Denmark) Sanyo (Finland) Sanyo (Norway) Sanyo (Ireland) Sanyo (Portugal) Sanyo (Greece) Sanyo (Turkey) Sanyo (Greece) Sanyo (Turkey) Sanyo (Greece) Sanyo (Turkey)

ELONEXTRAORDINARY



Elonex have taken entry level computing to new heights with the Elonex PC-4200X, 286MHz 486SX, which at only £795 (exc.VAT), brings staggering performance within reach of the tightest budget.

Low radiation Super VGA colour monitor, 50MB hard disk, 2MB RAM, mouse, MS-DOS and Windows 3.1 software come as standard, but what forms an extraordinary bargain into an extraordinary one is that it's fully upgradeable for faster processing, right up to the mighty power of a 66MHz machine.

All Elonex's upgradeable PCs are backed by our universally acclaimed after sales support, including 12 months free on-site maintenance, so you needn't worry about the future.

Take the plunge, call Elonex now on 081 452 4444.

The total health care and the health care system of the United Kingdom.



PERSONAL COMPUTERS

LONDON Tel: 081 452 4444 Fax: 081 452 4422

BRADFORD Tel: 0274 307225 Fax: 0274 307294

PARIS Tel: (1) 40.85.85.40 Fax: (1) 40.85.85.41

BRUSSELS Tel: (02) 675.19.20 Fax: (02) 675.34.30

TECHNOLOGY IN THE OFFICE 5

TELECOMMUNICATIONS

Appeal of the cordless office

SOMETHING usually goes wrong when you leave your desk and rely on a secretary or a colleague to take telephone messages. If you get a message at all, the chances are you will be given the wrong number, the wrong name, a confused message, or one that comes a day too late.

If people could take their phones with them about the workplace, the problems would not arise. And the use of mobile or cordless telephones would have the added benefit of saving time and money for the telecommunications manager who currently has to rewire the office each time staff are relocated.

The appeal of a cordless office has not escaped the attention of telecommunications equipment manufacturers such as the UK-based GPT and North American companies Motorola and Northern Telecom who have been developing cordless telephone products for the past two to three years. This involves the development of both cordless telephone handsets and office switches, known as a private automatic branch exchange (PABX), that can route calls to and from people using the cordless handsets.

Until now, telecommunications managers have been somewhat sceptical of cordless office products. This is largely because they rely on the same technology, called CT2, as the mobile telephone service known as telepoint. Handsets designed for the cordless office are the same as those for telepoint services and can also be used as cordless telephones in the home. CT2 got off to a bad start because the three telepoint services that were launched in the UK in 1989 have all since closed because of their failure to capture subscribers.

Misplaced marketing strategies were partly behind their demise, but another factor was the poor functioning of the equipment. Unless business users can be guaranteed a quality of service that at least matches a wired telephone system, it

seems most unlikely that they would opt for a cordless system for use in the office. But telepoint, and CT2 products generally, are being given a second chance. Whereas the first telepoint operators used proprietary CT2 technology with the result that products for different services were incompatible, all telepoint services in future will be based on a European standard.

In Singapore and Hong Kong, telepoint services based on this standard have been launched within the past few months and

Japanese companies including Sony, Matsushita and Kokusai are keeping an eye on the market

are already proving to be more reliable and popular than the original UK services. Users have also been sceptical about cordless office products because suppliers have been talking about the systems they are developing since 1989 but have been slow to bring out products.

The first products are, however, now beginning to appear. GPT launched its GPT 2030 cordless system in the UK in April and will bring out more sophisticated products for larger offices at the end of this year and early next year. GPT is hoping that Mercury will become a main distributor for its cordless systems.

Motorola, the US mobile communications equipment manufacturer, is supplying its Silverlink cordless office systems through UK telephone equipment distributor Rocom while the Canadian manufac-



Fax paging - an innovation provided by Inter-City Paging - enables any pager user to receive a fax from the nearest available machine

the price of conventional fixed systems. But GPT Mobile Systems marketing manager Richard Field, says that GPT is only now ramping up to volume, and as costs come down, GPT will re-evaluate its pricing.

In this respect, the success of cordless office products is tied with the fortunes of telepoint. If telepoint is successful, handset prices for both telepoint and cordless office systems will fall as manufacturers derive economies of scale.

Nevertheless, GPT believes that users

For large offices, manufacturers are developing systems using another European standard

will be prepared to pay a premium for cordless products because of their advantages over wired systems. This view is shared by Zizros who reckons: "Once the price differential comes down to 25 per cent, it will be an entirely different ball game."

The GPT 2030 system is only suitable for a few users because the system can connect only three exchange lines and manage, therefore, three simultaneous conversations.

More advanced CT2 cordless office products will support as many as 20 or 30 simultaneous conversations, but manufacturers recognise that it will not be possible to develop bigger systems using CT2 technology.

This means that CT2 cordless office systems will only be suited to small

offices, or for a certain category of office worker such as maintenance staff in bigger companies who tend to spend most of their day moving between different departments or floors.

For large offices, manufacturers are developing systems using another European standard known as the digital European cordless telephone (DECT) system.

Manufacturers such as Sweden's Ericsson or Siemens of Germany that have backed the DECT standard believe that they can develop cordless telephone systems for whole office blocks, and that eventually there will be no need to wire offices.

But the European standard for DECT was only approved this year and the first demonstrations of DECT products will not take place until 1993. Tony Warwick, Motorola's director of cordless systems, believes it will be a further two years until DECT products are launched commercially.

There are different views on whether cordless office systems will ultimately mean that the wiring of offices becomes a thing of the past.

Zizros is confident that "most systems will ultimately be cordless." But users are less clear about the future.

John Skarratt, director of the UK Telecommunications Users Foundation, says that "radio is always going to have problems with interference" and that users will remain convinced that it is better to stick to conventional cable.

Dick Cawdell, director of telecommunications at the Grand Metropolitan leisure group, thinks that cordless office products are interesting because they will remove the need for rewiring.

This causes particular problems for Grand Metropolitan whose head office is in a listed building. Nevertheless, Cawdell recognises that the risk of replacing wired systems with radio means that "wired offices are not going to go away."

Mark Newman

VOICE SYSTEMS

Getting the message

FIVE times as many people hang up when they phone a friend and get an answering machine, than when a business call is answered by a machine, according to a recent survey carried out by Systems Reliability, a UK telecoms company.

Despite their antipathy to answering machines, more than two-thirds of the sample said they owned one. The latest models offer solid-state recording, which means callers' messages are recorded directly onto a chip instead of a tape. There are no moving parts to break down and there is no delay (for the owner's greeting to be rewound) after a caller has left a message.

However, solid-state machines are not cheap. Audioline sells one for £79.99. An equivalent machine without solid state costs £20 less.

At the top of the range, BT's Falcon II machine includes a handset, hands-free talking and solid-state, outgoing mes-

Answering machines are still fairly rare in the European business environment

sage for £170. BT also sells some combined telephone and answering machines with two-way record, which enable conversations to be recorded. But the most basic machine from UK electrical retailer Dixons costs less than £20, and it is not unusual to find built-in answering machines on personal facsimile machines and cordless phones.

Although 75 per cent of calls fail to reach their target, answering machines are still fairly rare in the European business environment. This is also true of voice messaging, the corporate equivalent.

At their simplest, voice mail systems allow callers to leave messages. By dialling the appropriate voice mailbox number (and a code), users can play them back. But most voice messaging systems can do much more. For example, once a caller has left a message, it can be forwarded from the user to a colleague, with instructions attached such as: "Please sort out this customer's problem and get back to me."

Voice messaging systems have taken off in the US, partly because the touch-tone phones (needed to operate them) are in wider use. But acceptance has been slow in the UK and continental Europe.

The involvement of the UK cellular phone operators has started to change the picture. Cellnet and Vodafone, the two main UK service providers have both launched 24-hour voice messaging services. These record all messages left when the mobile phone is switched off and then alert the user when the phone is back on. As well as being a big moneyspinner, they have helped to raise the profile of voice mail.

As a result, research company BIS Mackintosh will shortly be revising upwards its public voice messaging forecasts.

It originally forecast UK network revenues of \$121.95m for public messaging services this

year and \$779.91m in 1996. Apart from the cellular operators, leading players in the public voice mail market include Mercury and BT. BT also has a voice mail service for residential users on trial.

In-house (or premises-based) voice mail systems offer similar features to public services. But they involve the one-off purchase of equipment, costing in the region of £10,000 for a 100 users. Public services, on the other hand, are pay-as-you-go.

Most of the premises-based voice mail-voice processing systems available in Europe are based on North American products.

These were pioneered by companies such as Cotel (sold by Hewlett Packard in the UK), AT&T, VMX (sold by Mercury in the UK), Northern Telecom and Centigram.

There are three main types of voice system: voice messaging, audiotex and voice processing. Audiotex is used for 0800 recorded information, such as racing results, weather information or airline flight times. Some systems can insert live information, such as the results of the latest racing fixtures, into recorded information.

Voice processing (or interactive voice response) is the type of technology used in telephone-based home banking systems. It might, for example, prompt the user to "press one to order a cheque book, press two for your bank balance". In essence, these systems link a voice interface to a computer database. They allow customers to input and retrieve information using a touch-tone phone.

The more advanced systems use speech recognition. Because of limitations in the technology, many use voice synthesis to play back the customer's message for checking. One system, sold by US-based Syntellect, can recognise different languages.

There is an increasing amount of overlap between the different voice technologies.

One system, sold by US-based Syntellect, can recognise different languages

For example, parts of British Rail are using Systems Reliability's Orbi-Link Network for both voice mail (to notify engineers of faults) and voice processing (to order parts and compile statistics on repair times).

The system can also be integrated with local area network-based electronic mail, allowing users to add voice notes to text messages.

However, the main driver in the premises-based voice systems market is integration with fax, according to Amanda Jobbins of BIS Mackintosh.

This enables a customer to phone a supplier, select a product and provide a fax number to which a price-list can be sent automatically. And all without human intervention on the part of the supplier.

The day might come when customers hang up if they get a human on the line.

Joia Shillingford

Fill in the boxes to see what your company can save on its phone bill.

1. On every call, a Panasonic system can choose the cheapest available network. (Mercury, BT or up to 6 others.) If it saves 25p per person per day, that's £15 a quarter. Multiply 15 by the number in your company.

Write here £

2. A Panasonic display phone can also show the cost of calls as you speak. If this shames your staff into saving 10p each per day, that's another £6 a quarter. Multiply 6 by the number in your company.

Write here £

3. Call barring. Say there's one maverick in every 40 staff calling an Aunt in Australia, or a friend in France. Block those calls and you could save £10 a week per 40 staff, or an average £3 per person per quarter. Multiply 3 by the number in your company.

Write here £

4. Restrict certain phones to local calls, or lock your handset with a personal code and save 10p more per person per day. Or £6 a quarter. Multiply 6 by the number in your company.

Write here £

5. Message-taking, paging, and intercom functions can save 3 short calls per person per day. Another £18 per quarter. Multiply 18 by the number in your company.

Write here £

6. A further 20p per person per day could be charged to a client thanks to Panasonic's call itemisation. Multiply £12 by the number in your company.

Write here £

Already a company of 100 people has saved £6,000 a quarter. That's £24,000 a year.

The Panasonic digital system can also improve your overall efficiency. For example, it lets chosen outside callers dial straight through to any extension. Then there's flexibility. You can use basic handsets, fully featured keyphones or a mixture of both. So the system adapts to the nature of your company.

Of course our figures are just theoretical. You might save rather less. On the other hand you might save a lot more. So add up the boxes and see what you could save. If you like what you see, write here.

Panasonic
Business Telephone Systems

To: Elsa Hodge, Panasonic Business Systems UK, Panasonic House, Willoughby Road, Bracknell, Berks RG12 8PP. Call free on 0800 444220 any time or Fax: 0344 853705.

Name

Position

Company

Address

Postcode

Tel No



FT2

TECHNOLOGY IN THE OFFICE 6

DOCUMENT MANAGEMENT

How to move a mountain

IN a world in which 92m original paper documents are produced every year and corporate files double every 3½ years, document image processing (DIP) would appear to be the answer to every office manager's dream of reducing the mountain of paper in circulation.

For it is possible to store between 20,000 and 30,000 documents on one optical disk, and recall any of them to a VDU screen within seconds.

The potential of systems leads market research company BIS Strategic Decisions to forecast a compound annual growth rate of 62 per cent for DIP across Europe by 1993.

Leading companies in the market are bullish about the future, even though the competition gets stronger by the day. Contenders now include with Agfa, Bell & Howell, Canon, DEC, IBM, FileNet, IDL, Kodak, NCR, Olivetti, Philips, Plexus Computers, ROCC Computers, Tandem, Unisys, Wang and Xerox.

The market could soon get a big boost as a result of the little-publicised European Data Protection Directive that proposes to bring non-electronic media within the scope of the law.

A DIP is the obvious solution to maintaining security for all documentation, since access by

per cent while productivity in the office increased by only 3 per cent. Why? Because office technology concentrated on automating tasks rather than whole processes.

"The office manager, systems manager and IT manager may all automate different aspects of the office process in isolation, only to find they don't fit together."

Kodak's answer is the ImageLink strategy which aims to merge micrographics with digital imaging technologies; integrate imaging systems with information systems; and, ultimately, utilise imaging to improve productivity.

Systems currently available allow a document image to be retrieved to a VDU screen from optical disk or microfilm, distributed to other terminals or sent electronically to be faxed, printed or copied, then re-filed, all at the touch of a button.

PPP Private Patient's Plan, however, is anticipating getting rid of microfiche in favour of optical technology supplied by FileNet.

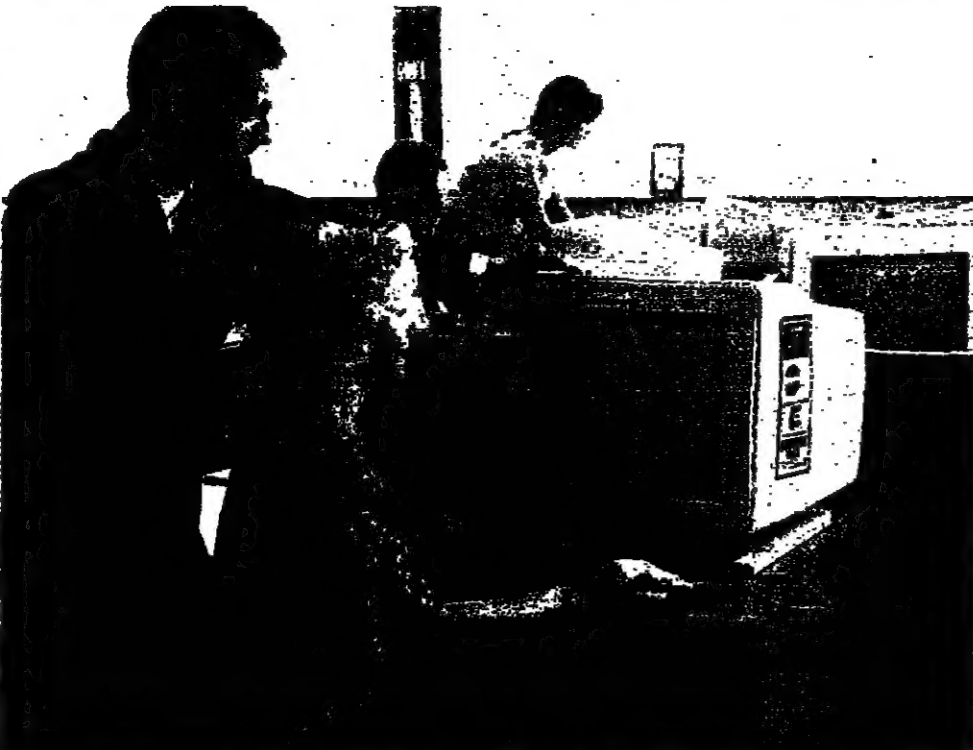
The solution being implemented is an industry standard PC-based Workflo Business System that allows an organisation to handle very high volume paper applications that are transaction-oriented and business critical; to manage and control the flow of information through the business process across multiple work groups and departments; and to integrate image information with other PC tools such as spreadsheets and word processing applications.

The savings that can accrue from introducing new technology are significant.

Using Interleaf technology, Saab Aircraft has saved £1m a year and cut turnaround time on producing documentation by 50 per cent.

Moss Systems expects to save more than £120,000 in printing costs by implementing an Interleaf document management solution.

In the general business document environment, the International Standards Organisation's (ISO) Office Document Architecture (ODA) support is important for document interchange across different systems.



Royal Bank of Scotland cardholder services use an Olivetti Document Image Processing system

In the technical document field, SMGL (Standard Generalised Mark-up Language) is fast becoming the *de facto* standard for interchange of technical documents. For this reason, Interleaf has added this option to Interleaf 5.

Mr Mike Willcocks, managing director of Interleaf UK, says: "SMGL is important in that it will allow business to freely share information held by different document publishing systems across a variety of platforms and applications from different manufacturers."

"In effect, information becomes neutral and that is critical requirement to the future success of EDM systems."

The management of Expo '92 were luckier than most in that they could start from scratch to build an enterprise-wide document strategy, at the heart of which is the Rank Xerox EDM software solution, GlobalView, installed on a network server on the 20km Ethernet LAN, the longest LAN in the world outside the Pentagon.

It is enabling some 600 users to produce documents on any word processing or desktop

publishing workstation and electronically store, print, fax, copy or distribute them via electronic mail, with instantaneous person-to-person document delivery ensuring ultra efficiency and high productivity.

By the time Expo had

opened, staff had produced and distributed some 260m impressions, a figure expected to have doubled by the time Expo closes on 30 October 1992.

Electronic document management (EDM) incorporates what is often called "workflow" management; a combination of

techniques and technology to manage the entire document process at every stage in a document's life cycle, be it in paper, image or editable electronic form; created in-house or received from an external source; intended for internal consumption by individuals or entire departments or external consumption by customers or business associates; and be it active or archival.

Targeting this market is European Information Technology (EIT) with a combination of three products that provide an integrated approach to "multimedia workflow management" which supports every activity except video: store, edit, despatch verbal, textual and graphical information within and between offices.

EIT Scan-Link is an entry-level DIP system providing users with a complete electronic archiving and retrieval system for paper-based documents.

Office-Link is a store and forward message switch which connects network users to telefax, fax, electronic mail, LANs, WANs and X36 networks.

And VoiceLink is a voice mail system which connects the PBX to a PC LAN. All can work in a Windows environment and can be integrated with management applications

tools such as Lotus Notes. The key to the success of any system is the ability not only to store documents rapidly and easily but to be able to retrieve them just as easily and quickly.

For example, how long would it take you to count the number of times the words "at", "the" and "be" appeared in 55,000 documents? Days? Weeks? Months?

The electronic Filing Cabinet (EFC) from Metrologie International would take just 17 seconds.

The secret is "fuzzy search," a content-based retrieval method and an advanced neural network artificial intelligence (AI) and adaptive pat-

Mr Geoff Bedser, senior consultant at CMG who specialises in DIP feasibility studies and systems evaluations, says that the average payback is between 18 months and three years providing the right system is selected and properly implemented in the first place.

But at BP Chemicals, Mr Alan Randle, manager IT systems, estimates that the payback on the Trincio DIP will be much more rapid. "When we compared the costs of storage and handling and the delay in copying and transporting paper records with the ease of holding them on optical disks and transmitting them electronically, we found we could achieve a six-month payback."

One of the key indicators to the future of the market must be the announcement that SA SoftCore NA, the first company in Europe to receive funding from Advent International under Apple Computer's European Venture Capital Programme, has set up a UK subsidiary.

The first product to be launched by SoftCore is ArchIS File, an Apple Macintosh-based system priced at £10,000, which is less than a quarter the price of the original proprietary system.

It includes scanner, optical disk drive and all the necessary software to import, store, retrieve and output any type of document such as text, computer files, images (colour or black and white), slides, X-rays and digitised video.

Julie Harnett

The first product to be launched by SoftCore is ArchIS File, an Apple Macintosh-based system priced at £10,000

tern recognition technology from Excalibur Technologies which enables document contents to be automatically indexed as it is entered.

Utilising open systems network protocols, any image or file can be delivered to any other system on the network, with document security provided using DEC's Ultrix file privileges and procedures for protected read and write access to all files.

With prices starting at £29,950, such systems are not even out of the reach of smaller companies.

Is the investment worth it?

PHOTOCOPIERS

Fiercely competitive market

PHOTOCOPIING may be one of the oldest office technologies, but it continues to be one of the most fiercely competitive markets - and one of the most contentious.

The past year has witnessed the Monopolies and Mergers Commission (MMC) investigation into toner supply; the Office of Fair Trading inquiry into dodgy dealer copier contracts; and the European Commission debating, yet again, the question of levies on imported Japanese copiers.

All the while sales were

being squeezed. Market research company Dataquest has yet to finalise its market figures for 1991 but, according to Jacqueline Hendriks, copiers research analyst, 1991 UK copier placements decreased by 11 per cent compared with 1990 to 144,500 units.

The three main reasons for the decline were the impact of the recession, which has restricted user spending; the shift in copier placements from low to mid- and high-range machines; and the increased demand for less expensive reconditioned/refurbished machines.

In terms of market share by unit placements, the top three suppliers last year were Canon with 30 per cent, Rank Xerox with 18 per cent and Sharp with 9 per cent. Toshiba stands in fourth position followed by Mita in fifth.

Canon did well because of its strength in the colour market, while Rank Xerox did well because of a significant increase in 91+cpm (copies per minute) placements and because it receives revenues from its service operation as well (a fact which the MMC found upset some of its dealers), the report states.

Although Sharp has pulled back from its involvement in the colour copier market until 1993, the company looks set to do better in future following its entry into the higher volume market. According to Dataquest, Konica and Minolta are showing good form in Segment 3 (31-44 cpm). But, as the MMC concluded during its investigation, the most appropriate market share measure of a copier company's current performance is placements weighted by recommended monthly copy volume.

That meant, in 1990, that the Rank Xerox share was 31 per cent (down from 90 per cent in the heady pre-Japanese days of the mid-1970s). Canon had 7 per cent, Kodak 7 per cent, Toshiba 6 per cent and Sharp 5 per cent. The MMC put the total UK market value at £1bn.

India, which carried out the industry survey for the MMC, puts the UK installed base at 717,000 copiers, with 179,000 machines placements in 1989, nearly two thirds of which were replacement machines, of which some 80 per cent were imported. There were 23 main suppliers selling 300 models between them and some 2,000 dealers; all combining to ensure that no monopoly position in respect of machines, consumables, parts and service operated against the public interest.

For Europe as a whole, BIS Strategic Decisions estimates that the monochrome plain paper copier base will grow to 6.73m in 1995 units from the 5.65m recorded for 1990.

The company forecasts a significant increase in the installed base of colour copiers in Europe from 34,200 units in 1990 to 117,600 in 1995, with electrophotographic technologies taking the lion's share of 38,590 and 99,300 units respectively.

Dataquest claims that almost 15,000 units were placed in Europe during 1991, of which one fifth were in the UK. But of all the new full-colour copiers launched over the past year, it says the Canon CLC10



The Kodak ColorEdge copier can output colour data and image files from computer workstations

hubblejet, a copier, printer and scanner, is seen as the key to market take-off.

It would appear that whatever guise the copier is under, its usefulness will not diminish for some years yet. Rank Xerox points out that Europe creates 4.7bn documents every day and the number of colour reprographic impressions created in Europe each year is expected to rise by 35 per cent from 1.2bn now to 4bn by 1996.

Investment, continues, too. Mr Paul Allaire, chairman and chief executive of Xerox Corporation, claims that despite trading under some of the weakest economic conditions for a

decade, Rank Xerox is growing in its target markets and continuing to gain market share lost to the Japanese in the early 1980s. To keep the momentum going, a £500m investment programme is under way. Expansion of which is being spent redeveloping the Systems Centre at Welwyn Garden City in Hertfordshire.

Over the past few years, Rank Xerox has reduced its number of suppliers from 4,500 to 350 and, says Mr Allaire, increased quality more than 100 times. The product development cycle has been shortened by as much as 50 per cent and product costs have been cut by 30 per cent, despite inflation.

With the market moving upwards in the high volume sector, it is only to be expected that there would be competition from the Far East.

However, according to Hendriks, the high volume market (ie Segment 5-6, 70cpm and over), will continue to be dominated by Kodak, Océ and Rank Xerox. "The Japanese are developing higher-volume products, but they do not represent real competition because they cannot sustain the copy volumes."

It will not stop the Japanese making inroads, and Ricoh and Konica are just two gunning for the high-volume sector. Nevertheless, the advent of the small, integrated systems copier is an interesting development because it makes on-demand document reproduc-

tion a reality for every business, with completed multipage document sets produced and ready for despatch in a matter of minutes, without the need for lengthy user training.

With prices typically around the £6,000-12,000 mark but starting at £1,650 for a low-volume machine, automatic on-line options include multiple copy paper formats with auto switching from one paper tray to another; cover and divider sheet insertion; and collating, folding, punching, stapling and heat binding.

Because of the potential in the small- to medium-size business or department that has, until now, had to rely on external print shops, the competition is getting fierce, with main contenders in this sector of the market now including Agfa, Canon, Konica, Lanier, Minolta, Océ, Olympia, Panasonic, Ricoh, Sharp and Toshiba.

Colour copiers tend to divide into two categories: "business colour" units which normally means they are affordable and easy to use and so are suitable for general office uses, and "professional quality colour" machines for applications where true colour rendering and perfect registration are more important than cost.

Every manufacturer offers refinements which they hope will make their machines stand out from the crowd. Another main trend in the copier market is towards PC-Mac computer integration to provide a scanning and Post-

Script printing facility with options including slide projectors to make copies from 35 mm slides.

An important development in this sector is the Electronics for Imaging (EFI) Fiery Controller with its PostScript capabilities that transforms a digital copier into a multifunction device capable of copying, scanning and printing full-colour images director from a PC or Macintosh computer.

The very first UK installation linked to a ColorEdge 1550 has just been completed at law firm Denton Hall. Together with the continuous tone colour printer, it will enable the firm to create information brochures and customer newsletters on a computer and reproduce these on demand in-house. They will be able to produce an A4 colour proof in 30 seconds, or an A3 in one minute, at a cost of 35p against the £30 the printer used to charge for a chromalin.

But no matter how sophisticated copier and photocopier technology becomes, it seems that corporate customers are more concerned with reliability, quality and value for money than how many bells and whistles it has got, according to a survey carried out by Kodak Office Imaging. Other priorities include fast response, availability of parts, ease of telephone contact, knowledge of the customer's business and good old fashioned courtesy and helpfulness.

Julie Harnett

FINANCIAL TIMES RELATED SURVEYS

Software at Work Part I	Mar 19 1992
Computer Industry	Apr 7 1992
A-Z of Computing	Jun 23 1992
Software at Work Part II	Jul 7 1992
Computers in Manufacturing	Sep 24 1992
Personal Computers & Software	Sep 30 1992
Software at Work Part III	Oct 2 1992
Computers and Communications	Oct 1992
Career Choice	Oct 1992

FOR FURTHER INFORMATION TELEPHONE:

Advertising: Richard Willis 071-873-4807
Editorial: Surveys Editor 071-873-4090
Forthcoming Surveys List/Synopsis 071 873 4842 or Fax 071 873 3092
Past survey dates 071 873 4211 Back Numbers: 071 873 4883/4884
Reprints (minimum order 100): Lorraine Baker 071 873 3213



THIS IS THE WORLD OF THE FUTURE
AN INDUSTRY THAT BROUGHT PRESTIGE
TO A BIG COMPANY THAT CREATED
A NEW COMPANY THAT IS ALREADY
STARTING A NEW REVOLUTION



That new company is Lexmark International - a former division of IBM® now an independent worldwide company that develops, manufactures and markets IBM personal printers, IBM typewriters, related supplies and keyboards.

As Lexmark employees we are committed to providing a revolution in customer service and innovative product design, through our dedicated approach to a specialist field. As a new company we have been able to develop a structure that understands and responds to our customers' needs quickly and efficiently. But being new doesn't mean

we're inexperienced. Our heritage gives us financial and technical resources that are the envy of the industry.

Now in our second year, we have worldwide revenues of two billion dollars and we're already winning awards, including PC Magazine's 1991 "Award for Technical Excellence" for the IBM 4029-30 Laser Printer.

So if you want a fresh approach from an established specialist, call us in the United Kingdom at 0293-783 525 or fax 0293 775 899 and we'll show you that there are new ways to tackle old problems.

LEXMARK

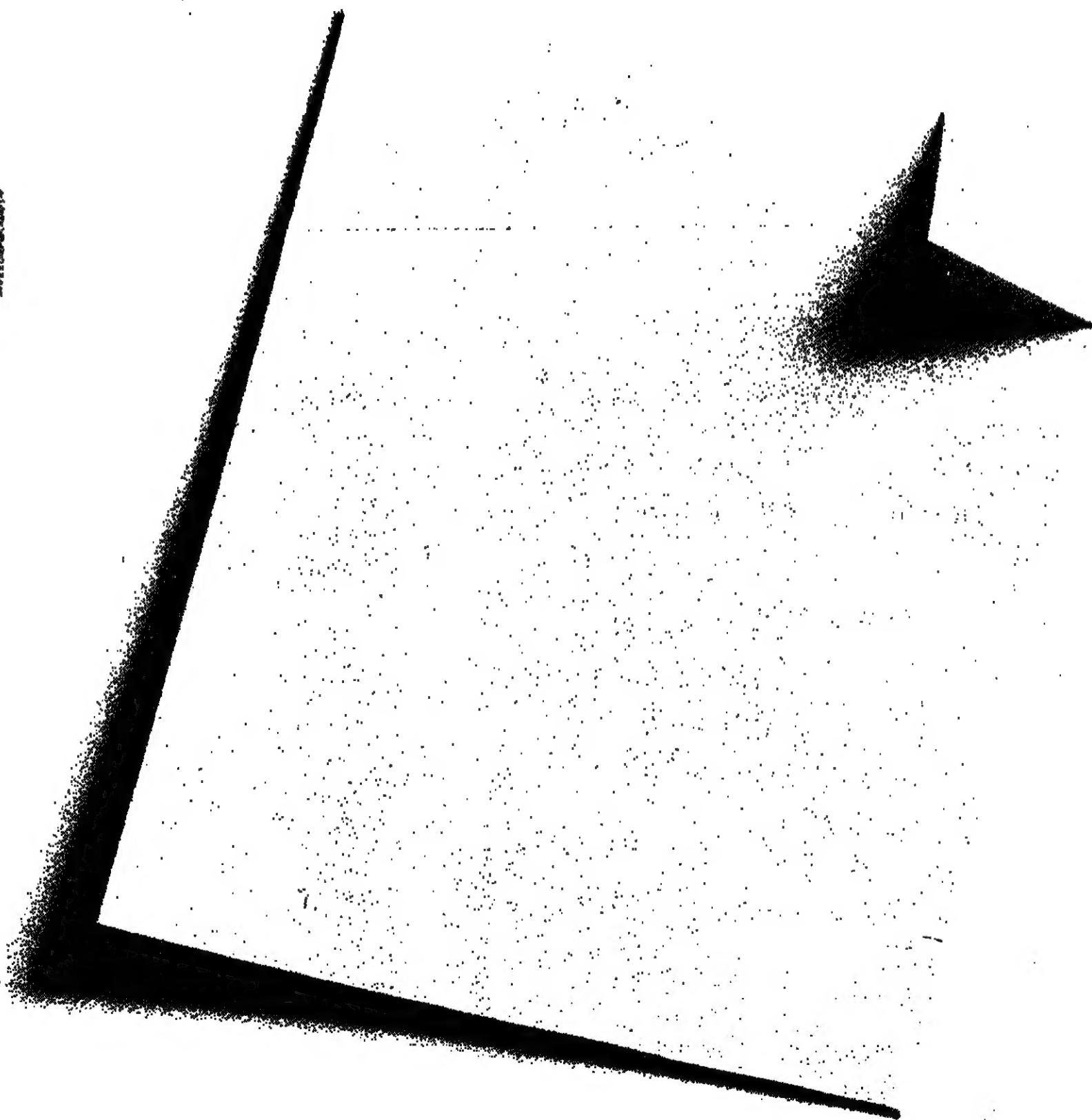
Make Your Mark

© IBM is a registered trademark of IBM Corporation and used under license.

RANK XEROX

**For the ideas
you're working on.**

**For the ones
you're ready to share.**



You've got a good idea in mind. But a good idea does no one any good if you keep it to yourself. So you put it in writing and create a document. You see what your peers think. You put your best minds on it.

The fact is, there's nothing like the document to make your ideas accessible to everyone you work with. So they can participate and spark new thoughts. Because in any business, the document is truly the place where minds meet and ideas develop.

One idea we've been developing for over 40 years is to give people more efficient ways to work with documents. From innovative copiers and faxes, to scanners, workstations and printers, Xerox document machines make it easier for people to share ideas and work together better.

What's more, we've learned that by taking a fresh look at all the ways all the people in your business work with documents, we can often help you make measurable gains in office productivity.

That simple idea is at the heart of our business. And it's one idea that's always worth sharing, because it can make a big difference at the heart of your business.

Rank Xerox
The Document Company

© 1992 XEROX CORPORATION. XEROX® The Document Company and Document Machines are trademarks of XEROX CORPORATION.

TECHNOLOGY IN THE OFFICE 8

FACILITIES MANAGEMENT

A more radical approach

Recession has widened the scope of facilities management. Today, more and more companies are concentrating on their core businesses and placing other services in the hands of outside contractors.

No longer is it just a question of whether to contract out catering, security and office cleaning. Big companies are starting to hand over responsibility for everything from accounting to personal computers to the corporate network.

There is nothing new about contracting out projects and services to external companies. But recently many companies have started to take a more radical approach, often with assets and/or staff being transferred to the service company. This approach (often referred to as outsourcing) is being applied to information technology (IT) and other functions, notably finance. For example, BP Exploration (Europe) recently contracted out its accounting function.

In the IT area, facilities management-outsourcing is growing at a compound annual rate of 18.5 per cent in Europe, according to Mr Morgan David of the International Data Corporation. IDC predicts that the European market will be worth

\$4.9bn by 1996. Two associated benefits of facilities management (FM) are that it can cut costs and increase business focus. JP Morgan, the US bank, and US razor company Gillette, have both opted for a new but fast-growing branch of facilities management - managed networks. They have handed over the management of their international data networks to BT in a move to cut the costs of their existing operations and streamline.

JP Morgan's five-year agreement, worth about \$20m, is expected to save the company \$12.5m in operating expenses. Mr Rick Manser, Gillette's communications manager, says that opting for a managed network "gives Gillette the ability to continue to focus on our consumer product lines rather than expending time, money and effort on international data networking."

FM is not only attractive to commercial companies. Public sector organisations such as local authorities and government departments are also turning to FM. For example, Berkshire County Council has contracted out its printing to Kodak Facilities Management and cut costs by about 15 per cent.

Hertfordshire County Council, which saved money by contracting out its computers and telecoms services last year, has just decided to contract out the management and support of its PCs and local area networks.

The £250,000-a-year PC FM deal includes the transfer of six PC support staff from Hertfordshire County Council to UK company Tinet. They join the 45 staff transferred under the earlier £2m-a-year FM deal. Cost-savings are not the only benefits of opting for FM. Some

companies contract out services because they are not happy with the quality of in-house equivalents, or because they want greater flexibility.

"Many opt for FM while they are transferring from one technology to another," says Mr Peter Falconer, associate director of computer services company Hoskyns.

For example, UK retailer Mothercare contracted out its computers to Hoskyns, while it

was transferring from IBM mainframes to smaller IBM systems (AS/400s). It needed to keep its old systems running while it was developing software to run on the new machines.

But despite the benefits of FM, there are a number of risks:

- Loss of ad hoc services: Judith Wainwright, a director of London-based management consultants Pagoda, says: "Most in-house functions pro-

vide a range of valuable services to the business informally. For example, working late to help solve business problems. Many of these may not be covered by an outsourcing contract and are effectively withdrawn causing dissatisfaction with service."

- High costs for extras: Although competitive tendering is likely to keep down the costs of the contract, suppliers may use changing requirements as a way of improving

on margins. Extras not specified in the contract (such as extra computer power) may work out very expensive.

- Loss of in-house expertise: Once services have been contracted out, it may be difficult to bring them back in-house. This is especially true of computer services.

- Many of the computer FM contracts in place have not run their full course, so there are few documented examples of companies trying to staff and run a computer centre again.

- Loss of confidentiality: One of the most recent public sector organisations to consider computer FM is the UK's Inland Revenue. It is talking to a number of suppliers about the possibility of contracting out the computer processing of tax returns.

However, critics of the proposal argue that information about taxpayers is too sensitive to be handled by private-sector staff.

And some commercial companies resist FM (or restrict it to certain areas) because they worry that confidential data will get into the wrong hands.

FM suppliers counter that their procedures are often stricter than those of their clients.

- Loss of competitive advantage: Before contracting out an activity, companies should ask themselves how it affects their competitive strength in their main markets. US researchers Frost & Sullivan say these activities which are unique to the company or based on company-specific skills provide competitive advantage and should be kept in-house. But if an activity is mature (such as printing or staff catering), outside suppliers can probably manage it just as well and at lower cost.

- Limited redress for poor service: Unless the level of service required by the user company is spelt out in the contract, it may be difficult to get redress for poor performance. Or the redress may be insufficient if a crucial business function is affected.

One reason for outsourcing is a belief in market forces and healthy competition. But Wainwright warns: "Some companies take it to extremes and encourage individual managers to replace internal work with external contracts at will. This can lead to fragmentation, with many external suppliers providing overlapping services, and failure to obtain the best deal for the whole company."

However, critics of the proposal argue that information about taxpayers is too sensitive to be handled by private-sector staff.

And some commercial companies resist FM (or restrict it to certain areas) because they worry that confidential data will get into the wrong hands.

FM suppliers counter that their procedures are often stricter than those of their clients.

- Loss of competitive advantage:

Make way for the virtual office

SOME companies are using the opportunity of contracting out services to reduce what is offered, says Mr Keith Lawson, design director of the Business Design Group.

Mr Lawson, who helps companies plan and run their office environments, says: "Companies who contract-out space planning to us are starting to talk about the virtual office and ask whether everyone needs their own desk."

"The answer is 'No.' People who are out

of the office a lot don't need to come back to the same workspace as long as they have access to office services.

"They will live out of two briefcases - one containing work and the other containing the things which personalise their desk, such as family photos."

Dr Frank Duffy, chairman of DEGW, an architectural practice which specialises in designing the working environment, says: "With the proliferation of information technology, the penny has dropped that

you can intensify space use. Many of our clients including IBM (UK), PA Consulting and Arthur Andersen, have started to apply the concept of time-sharing to office space."

"With imagination, one workspace, costing over £5,000 a year can be used by three or even five people."

The Responsible Workplace, a multi-client study produced by DEGW and the Building Research Establishment, will be published by Butterworths in February 1993.

Joia Shillingford

ERGONOMICS

Work-related illnesses

OFFICE staff have not traditionally expected to suffer serious, disabling injuries at work in the way that construction workers often have.

Yet there is now overwhelming evidence that white-collar workers face dangers when they sit at their desks. These dangers can have serious implications for incautious employers who may face a flood of damages claims or productivity setbacks as a result of high levels of absence.

A machine operator at Vauxhall Motors in Luton who contracted repetitive strain injury (RSI) and had to give up her job was awarded a record £59,617 in damages and loss of earnings by a judge at Luton County Court earlier this year.

A recent case involving BT keyboard operators granted damages of £8,000 but a loss of earnings award has not yet been decided. In another case, GMB general union received £57,000 between them for loss of earnings.

In 1989-90 more than 750,000 people took sickness absence because of work-related illness, and some 8,000 lives and 27m working days in Europe are lost each year due to work-related accidents and ill health, according to the Health and Safety Executive. The HSE believes the problem is growing.

The visual display unit has invaded desk space and become virtually ubiquitous in offices in the developed world. However, the revolution in equipment was not

matched with a revolution in working practices or office furniture and it is small wonder that office workers have found their new equipment created new problems.

The most well known and the biggest of the new maladies is musculo-skeletal injury. In particular Repetitive Strain Injury (RSI), the painful, sometimes disabling disorder that affects necks, shoulders, arms and hands.

In the US, RSI now accounts for more than half of all reported work-related injuries. In the UK, it is a growing problem among white-collar workers affecting professionals, secretarial staff, computer users and high-volume data handlers.

RSI refers to a variety of complaints. Sufferers report symptoms ranging from mild discomfort to severe, disabling pain which affects their personal as well as their professional lives.

Some disorders, such as tenosynovitis

and capsulitis are well understood by the growing army of experts. Others are less easy to diagnose and tend to be lumped together under vague headings such as damaged nerve tissue. Nerve is easy to cure.

But RSI is avoidable and employers who have made concerted efforts to reorganise their office environments have seen dramatic decreases in its incidence.

Employers who have ignored the risks to their staff will soon have an additional reason to keep those risks to a minimum. By the end of this year the UK must have domestic legislation which meets the requirements of a European Community directive.

The legislation is highly specific. It refers to "display screen equipment" but excludes computer systems open to the public and automatic teller machines in banks and building societies, as well as calculators, typewriters and lap-top users



The directive even applies to the humidity, lighting, radiation and levels of noise

not typically used for long periods.

The directive applies to the workstation as a whole, covering chairs, desks, modems and printers. These references and a catch-all heading of the "immediate work environment" means employers will have to think carefully about the implications of all office environment.

It is not just the physical pieces of equipment which employers must ensure comply with the directive; humidity, lighting, radiation and noise are all addressed.

Employers will be obliged to conduct workplace evaluations to check they do not present health risks to their staff. The directive specifies that screen workers must be properly trained, allowed free eye

testing and any necessary glasses and that screen work must be interspersed with periods of activity or breaks.

RSI is not the only risk to white-collar workers. There is the potentially fatal building-related illness which covers legionnaires disease as well as other dangerous bacteria which lurk in convenient recesses provided by modern air conditioning systems and elsewhere.

Then there is sick building syndrome, less dangerous but more difficult to tackle because it is hard to diagnose and no one really knows for sure what causes it.

It can affect staff in ways which even they do not recognise immediately but which can have a serious affect on both

their health and the health of their businesses. The World Health Organisation estimates the syndrome affects a third of European and North American offices. The House of Commons Environment Committee put the annual cost to the UK economy alone as between £330m and more than £650m a year in absenteeism.

A wide variety of symptoms range from sore throats, dry eyes (some staff have been unable to wear contact lenses), headaches and coughs through exacerbated menstrual disorders to lethargy, dizziness and depression.

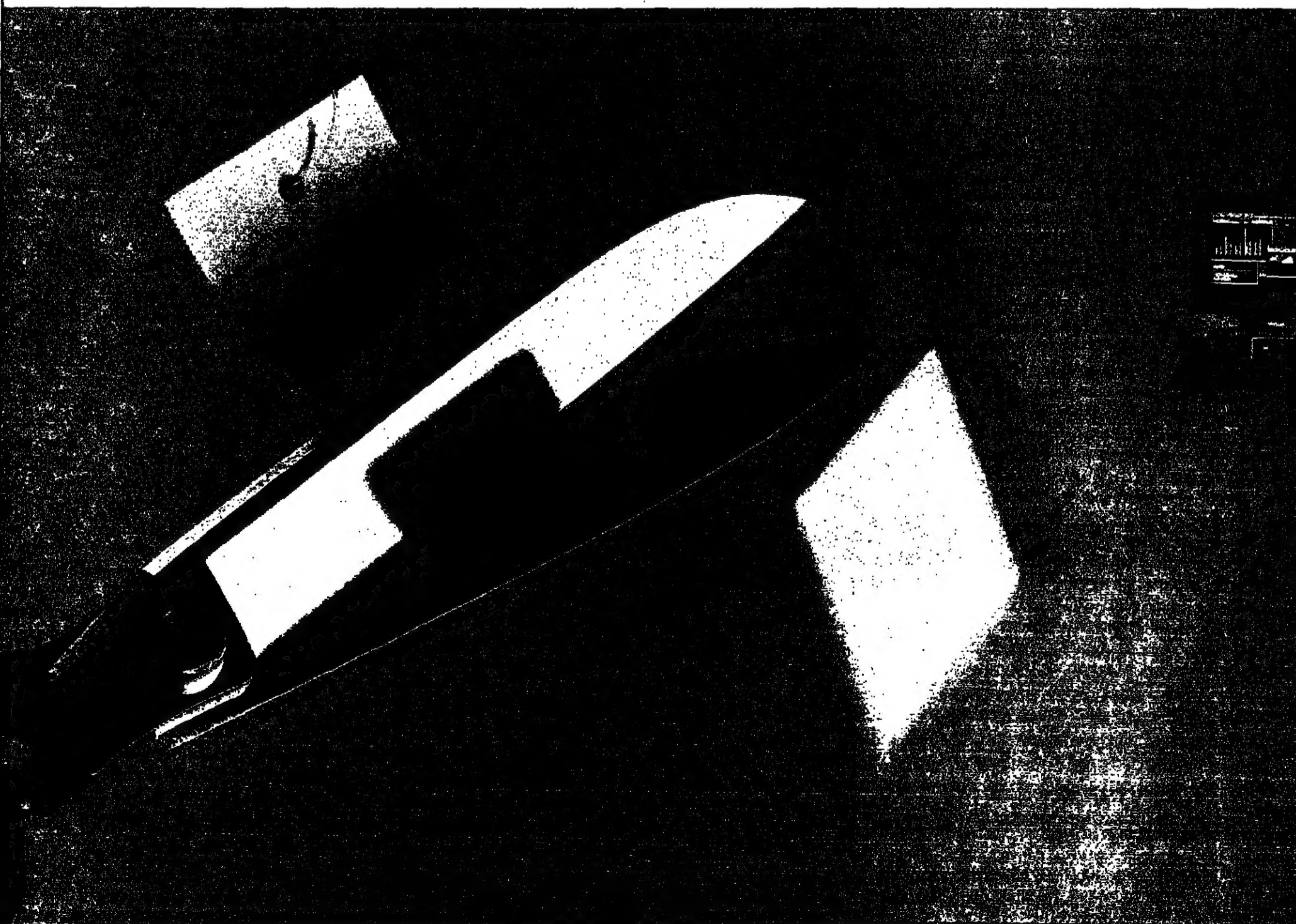
Sufferers typically report that their symptoms only show up when they are at work and disappear as soon as they leave. Their close friends and families appear to be immune.

The Health and Safety Executive takes a gloomy view. It recently concluded that 20 years of research had failed to uncover any definite cure or cause for the condition. The HSE is funding research at London University which is comparing the sickness and absence data of more than 10,000 office-based civil servants with measurements of environmental factors and building maintenance work.

Evidence suggests that stress at work is also an important cause of sickness absence. The HSE believes occupational stress could have an impact on physical health.

Catherine Milton

At \$495* HP has trimmed the price of the 386 PC, but what else have we cut?



Let's be honest. Low cost PCs and Hewlett-Packard would not feature highly in many people's word association lists.

So the sceptical among you may think a \$495 HP 386 PC would lack certain features.

We have cut a few things, but not the things you might think.

We've cut the time it takes to run graphics intensive programs like Windows by integrating a hardware-accelerated video interface.

We've cut the time it takes to get going by putting the set-up programs in ROM.

We've cut out screen flicker and fan noise.

We've cut down on servicing time by making subassemblies easy to access.

We've cut down networking connections by pre-installing NEC.

We've even cut down the number of security commands to a single keystroke.

In fact we think there's nothing left to cut. Except perhaps the coupon.

*Ex. Marie-Pierre Valier, Hewlett-Packard, 5 Avenue Raymond Chassas, F-38053 Grenoble, Cdx 09 France. Please send me further information and the address of my local HP dealer.

First Name: _____
Surname: _____
Position: _____
Business Address: _____
Post Code: _____
Business Tel. No. including code: _____
Number of employees in your company: _____

hp HEWLETT
PACKARD

©1992 Hewlett-Packard, Inc. All rights reserved. The HP logo is a registered trademark of Hewlett-Packard Company. Prices may vary according to local business practices although the price quoted by your local HP dealer will typically be lower.